Monitoring and Improving Non-Financial Variables for Sustaining Performance of a Learning Organisation Following Downsizing

by

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Abstract

In dynamic and turbulent markets, organisational restructuring is a necessary corporate process for companies to retain their competitive advantage. Unfortunately, global competitiveness pressures and economic downturn is causing companies to examine their cost structures and use employment downsizing as a management strategy for restructuring.

If organisational downsizing may offer financial improvements in the short term, its profound personal and professional consequences on employees and negative impact on the dynamic and culture of the organisation are well known. Learning organisations strongly rely on the creativity and innovation of their knowledge workers to remain competitive, yet little consideration is placed on measuring the health of non-financial individual and organisational variables that influence knowledge worker's performance post downsizing and that are prone to reveal if the restructuring of the company will ensure "sustainable" performance. The research investigates the individual and organisational non-financial variables that post downsizing, are critical to evaluate and improve to ensure that the short term benefits obtained from restructuring the organisation are sustainable. The research is a case study of the research and technology division of a large South African industrial organisation that recently went through restructuring involving the layoff of personnel.

From the research findings that identified critical variables impacting knowledge workers' creativity and innovation after restructuring as well as important interventions that would enable their job performance, a framework was developed to assist leaders in their change effort during and after restructuring. The objective of the framework is to enable and enhance the job performance of knowledge workers to sustain the performance of learning organisation in the future. The foundation of the framework is based on Kotter eight stage model and the combined Theory E (Economic value) & O (Organisation capability) change strategy. The framework draws links between Kotter's and Theory E&O change models and five key factors identified by knowledge workers to enable their performance at work after restructuring: (1) understanding the vision of the change, (2) ensuring relational and cognitive empowerment, (3) preserving the "innovation DNA", (4) having strong work ethics across the entire organisation and (5) developing systems and processes that are agile and efficient.

Keywords

Restructuring, Downsizing, sustainability, Learning Organisation

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry this research.

Cedric Charpenteau

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To Marlize, Éric and Lisa

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1.1   Introduction and definitions

According to a survey conducted by Deloitte in 2015 with key restructuring professionals in South Africa, the economy is expected to remain stagnant, driven by the unreliability of energy supply, the fluctuation of the commodity prices and political uncertainty (Deloitte, 2015).

Organisational restructuring is a crucial corporate process in dynamic and turbulent markets. If it is undertaken at the right time, it can be an important condition in obtaining and holding a competitive advantage (Katowski & Wysocki, 2014). According to Deloitte (2015), an increase in the restructuring activity is anticipated in 2016, especially in the construction, resources and manufacturing sectors.

Organisational restructuring is either required by a change in strategy or by a structure that over time miss-aligned from the strategy. Organisational restructuring consists of significant changes in the organisational structure of a company that include structural redesign as well as employment downsizing (Bowman & Singh, 1999). "Downsizing aims at reducing costs and bureaucracy by decreasing the size of the organisation through personnel layoffs, organisation redesign and outsourcing" (Cummings & Worley, 2015, chapter 12).

Global competitive pressures and economic downturn have caused firms to critically scrutinise their cost structures, including those related with human resources and downsizing has become a predominant management strategy as part of organisational restructuring (Datta & Guthrie, 2010; Schenkel & Teigland, 2016).

The company studied in this research recently went through a significant restructuring to streamline its corporate and management structures. Despite the challenging macroeconomic environment, the company managed to deliver strong financial results over the past few years. According to the chairman of the board, the restructuring programme made significant progress in reducing the company's costs and in repositioning the organisation for success over long term. However, the company restructuring came along with a downsizing plan which significantly reduced the number of management layers and resulted in the lay-off of personnel.

Restructuring is seen as a short term solution to adapt to the current business environment (Katowski & Wysocki, 2014) and according to Hanson (2015), literature does not offer evidence regarding the overall success of downsizing when evaluated from financial, organisational, and human resources perspective. Downsizing efforts often fail to achieve desired economic objectives and even result in reduced financial performance with regards to increased costs, decreased returns on assets, equity, investments and cash margin (Appelbaum & Everard, 1999; Datta & Guthrie, 2010; Gandolfi & Hanson, 2011, Schenkel & Teigland, 2016).

1.2   Research problem

The problem with organisational restructuring is that the outcomes are usually evaluated from financial performance, which if improved is often difficult to maintain. According to Hanson (2015), it is in the post downsizing phase that one needs to question if the downsized firm met its objective of achieving higher organisational performance derived from downsizing activities (Hanson, 2015).

It is known that organisational restructuring and downsizing have profound personal and professional consequences on employees that negatively impact the dynamic and culture of the organisation (Datta & Guthrie, 2010; Hanson, 2015; Gandolfi & Hanson, 2011). Little focus is placed on measuring the health of these non-financial and organisational factors that are prone to reveal if the restructuring of the company will ensure "sustainable" performance.

To add to the problem, the extent of the damage caused by downsizing is often underestimated and miss-understood by senior executives who are not fully equipped with the necessary diagnostic tools and remedies to change their organisation.

Although companies have now accepted that they must either change or die, most of their change initiatives such as implementing new technology, downsizing, restructuring or changing the corporate culture have however failed (Beer & Nohria, 2000). The reason for most of those failures is that managers forget that transformation is a process and in their rush to change their organisations, they end up embarking themselves in a mass of non-coordinated and disorganised initiatives (Beer & Nohria, 2000; Kotter, 2007; Appelbaum & Habashy, 2012).

1.3   Research objectives

The main focus of the research is defined in the objectives (1-3) below that explore which non-financial parameters should be considered and how they should be improved to ensure the sustainable performance of an organisation post downsizing.

1. Establish the most critical factors that negatively affect the intellectual and creative efforts of employees.
2. Identify a set of critical remedies and interventions for senior management and HR practitioners to successfully drive the change within their organisation.
3. Develop a framework for senior management and HR practitioners to successfully lead change and transform learning organisations.

In achieving these objectives, the researcher will also study the influence of organisational groups.

1.4   Research motivation

This research is motivated in light of the little evidence from literature regarding the overall success of downsizing activities when assessed from non-financial perspective (Hanson, 2015) which poses the threat to the sustainability of the initially observed financial improvement.

The period that follows downsizing is critical and greatly underestimated by organisations and consultants who advise on restructuring best practices. Hanson (2015) emphasises that post downsizing requires diverse initiatives to empower employees and regain their commitment, such as counselling, training and coaching. The remaining employees must be aligned with the firm new vision, mission, and strategic objectives (Hanson, 2015). This process of restructuring requires careful change management and transformation, yet research shows that unsuccessful organisational change initiatives range from one-third to as high as 80% (Beer & Nohria, 2000; Appelbaum & Habashy, 2012)

The research aims at understanding which non-financial variables, post downsizing, are critical to evaluate and improve to ensure that the short term benefits obtained from restructuring the organisation are sustainable. In addition, the research is further motivated from the fact that studies on organisational downsizing do not measure the individual level outcomes but focuses on organisational level outcomes and are often

"black box" studies that assume that downsizing impacts organisations through cumulative effects on individual employees (Datta & Guthrie, 2010).

1.5   Scope of the research

The research focuses on the Research and Technology (R&T) division of a South African industrial organisation that recently underwent a vast restructuring of its organisation and which resulted in downsizing. The company name has not been included in this report as information and findings are sensitive.

The researcher aims to identify the key individual and organisational factors that, following downsizing, are negatively impacting the intellectual and creative efforts of knowledge workers. The researcher aims to further identify a set of remedies and interventions needed by employees for management to successfully drive the change within the function.

It is believed that the findings and recommendations could be applicable to other organisations facing the same dilemma.

1.6   Structure of the research

The research consists of six chapters and presents the research study as follows:

Chapter One provides the introduction to the research problem and includes the research motivation and objectives, scope of the study and the structure of the research proposal.

Chapter Two presents the literature review on the topics; cause and non-financial consequences of organisational downsizing and change management. Each topic is explored and suggested findings together with relevant models and theories are given.

Chapter Three presents the research questions that are investigated in the research study.

Chapter Four details the research methodology that was used in the study and provides an explanation of the research design, the data collection and analysis techniques that were used. The potential limitations of the study are also discussed.

Chapter Five presents the results of the data analysis that was conducted for the research study.

Chapter Six discusses the research findings presented in Chapter Five in relation to the objectives and research questions of the study given in Chapter Three. The interpretation of the results is also related to the literature reviewed in Chapter Two.

Chapter Seven draws conclusions from the study and offers recommendations to organisations and for future academic research.

Chapter 2   Literature review

2.1   Introduction

This Chapter is a review of the literature that is pertinent towards the research problem and the objectives of this study. The chapter provides a brief overview of the cause of organisational downsizing and delve into the subsequent non-financial consequences. It also presents model and theories from literature on the management of change that are relevant in addressing the symptoms post organisational downsizing.

2.2   Reasons of organisational downsizing

Although there is not a single definition from literature, organisational downsizing is a "planned set of organisational policies and practices aimed at workforce reduction with the goal of improving the firm performance" (Datta & Guthrie, 2010; Gandolfi & Hanson, 2011). According to Hanson (2015) companies downsize to lower their costs, remain competitive from increased efficiency and achieve greater shareholder returns. Downsizing can also result from a complete strategic transformation aimed at changing an organisation's design, its work processes, culture, attitudes and mission (Gandolfi & Hanson, 2011). In the longer term, it is also a strategy used to discourage wage demands from the remaining workforce (Gandolfi, 2014). Gandolfi and Hanson (2011) surveyed the literature of organisational downsizing covering the period from 1985 to 2009, and propose an integrative framework on the causes and consequences of downsizing. They argue that organisational downsizing is caused by external environment factors that influence the organisation's realm of action or internal firm-level factor (Figure 2-1).

Figure 2-1: typical causes of downsizing (Gandolfi & Hanson, 2011)

Causes

External factors:	Firm level:
• Global competition • Globalization • Financial crises and economic downturns • Pressure from rival firms • Poor industry conditions • Detorioration of micro niche • Loss of market share • Changes in demographics • Exit from international markets • Mergers and Aquisitions • Change in legislation and regulatory frameworks • Change in technology	*Financial:* • Cost reducing efforts • Decreased financial resources • Shareholder requirements *Managerial:* • Crisis management • Failing strategic initiatives • Change of strategy • Poor strategic investments • Make use of human capital • Improve efficiency and productivity • Market signalling • Management faddism

Downsizing activity

2.3 Non-financial outcomes of organisational downsizing on employees

There is consensus amongst researchers that restructuring involving downsizing activities has a variety of consequences at organisational and individual levels. Downsizing affects groups and individual attitudes and behaviours; it disrupts relationship networks, and destroys the trust and loyalty that binds employees and their employers (Datta & Guthrie, 2010).

Three categories of people are impacted by downsizing: victims, survivors and executioners (Hanson, 2015).

In the next sub-sections we will focus our discussion on the survivors and more particularly on the outcomes of downsizing that would negatively impact the intellectual and creative efforts of knowledge workers, crucial for the sustainable performance of a research and development function. Motivating and retaining a competent workforce is further critical for the future of a technology organisation.

2.3.1 The "survivor syndrome" and its consequences on the psychological contract with employee

A prevailing part of the research on the consequences of downsizing has focused on the individual level and the so called "survivor syndrome". Employees who survived

while their friends and colleagues where being forced out of the organisation suffer from profound personal and professional consequences (Gandolfi & Hanson, 2011).

From their recent literature review, Gandolfi and Hanson (2011) offer an exhaustive summary of the negative impact of downsizing on employees that characterise the "Survivor Syndrome" (Figure 2-2).

Surviving employees withdrawing psychologically in the way of reduced trust and loyalty or physically via increased absences or voluntary turnover do impact the performance of the organisation (Datta & Guthrie, 2010).

Figure 2-2: "survivor syndrome" resulting from organisation downsizing (Gandolfi & Hanson, 2011)

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                    ┌─────────────────────────────────────┐
                    │      Organisational downsizing        │
                    └─────────────────────────────────────┘
                              │               │
              ┌───────────────────┐       ┌───────────────────┐
              │     Increases      │◄──────│     Decreases      │
              └───────────────────┘       └───────────────────┘
                      │                           │
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Increases	Decreases
• Guilt • Level of anger • Level of arousal • Stress • Anxiety • Relief • Job insecurity • Propensity to leave • Resistance to change • Numbers of conflicts • Absenteeism • Distrust towards management	• Career consciousness • Organisational involvement • Organisational commitment • Level of work quality • Job satisfaction • Motivation • Speed of conflict resolution • Risk taking • loyalty

According to Gandolfi and Hanson (2011), the negative outcomes presented in Figure 2-2 also generate new psychological contracts amongst survivors. Robbins & Judge (2013) define the psychological contract as "an unwritten agreement that sets out what management expects from an employee and vice versa".

In particular, management is expected to treat employee fairly and provide acceptable work condition while employees are expected to demonstrate good attitude and show loyalty to the organisation (Robbins & Judge, 2013). As such, survivors who expect a stable and positive work environment in exchange of their contributions to the

workplace often perceive downsizing as a violation of their psychological contract (Datta & Guthrie, 2010).

In the theory of psychological contract, the violation of the implicit contract governing the relationships between a company and its employees is very detrimental to their work attitudes and behaviours (Datta & Guthrie, 2010) as mentioned in previous section.

2.3.2 Consequences on organisational knowledge and corporate memory

The competitive advantage of a company depends on its ability to manage its human capital and knowledge which reside in employees, groups and the entire organisation (Schenkel & Teigland, 2016). Knowledge of learning organisations is vested in the form of tacit knowledge within the human and social capital. Downsizing disturbs tacit knowledge and results in severe damages to the competitiveness of a firm (Guthrie and Datta, 2008). The effectiveness and productivity of a firm is often weakened after downsizing from the loss of valuable institutional knowledge and individuals (Schmitt & Borzillo, 2011).

According to Schenkel and Teigland (2016), when downsizing of organisation is driven by cost-cutting the dynamic capabilities to renew and grow knowledge are negatively impacted as the skills and relationships of core employees are not be considered in the lay-off decisions. Organisational knowledge encompasses familiarities with routines and processes (Sitlington & Marshall, 2011) and organisational memory is an aggregate of individual memories (Fisher & White, 2000). According to Fischer and White (2000) when downsizing results in the loss of a considerable "chunk" of individual memory it can create a hole in the organisational memory and damage existing processes.

2.3.3 Consequences on the firm social networks and its capacity to innovate

Learning organisations depend strongly on their human capital to innovate and grow. Learning organisations are collections of social networks in which relationships and collaboration among individuals create learning and knowledge (Cascio, 2005). The nature and dynamics of these formal as well as informal relations determine if and how a firm may remain innovative (Aalbers & Dolfsma, 2014).

Downsizing is a high-risk strategy for learning organisations. Organisations' leaders must focus on the management of social networks and understand the dynamic between formal and informal structures when implementing any restructuring that involves movement or reduction of workforce (Fisher & White, 2000).

According to Fisher and White (2000), some individuals are more strategically linked within the organisation than others and if removed could inflict damages to the learning capacity of a firm.

Management mostly consider the knowledge and capabilities of individuals when deciding who to retain and who to dismiss (Aalbers & Dolfsma, 2014). However, even if the knowledge someone holds is relevant, without connections to others in the organisation, it will not be used and developed further. As such, when one considers the multiple relationships generated by one individual, a significant reduction in employees from downsizing can result in considerable damage on the organisational memory and its capacity to learn and therefore innovate (Cascio, 2005).

Aalbers and Dolfsma (2014) emphasise on the importance for management to understand and nourish the organisation's "innovation DNA"; the networks of collaborating people. "The guardians of Innovation", individuals who are well-connected and strategically positioned will continue to contribute to innovation even within smaller groups.

2.3.4 The impact on fairness and trust

Justice theories have been used to explain the outcomes of downsizing on individuals. In the view of Datta and Guthrie (2010) "individuals evaluate situations with potentially important implications for them and will react favourably if they perceive the situation to be fair".

The observation of the justice treatment of victims by their organisation and the perceptions of fairness related to downsizing decision making and implementation processes, impact survivors' subsequent behaviours organisational commitment and intent to leave (Dierendock & Jacobs, 2012).

Marais and Hofmeyr (2013) studied the impact of restructuring on institutional trust. Their research showed that employees generally experience a lack of trust in the

human resources management practices (HRM) during restructuring, which can cause serious damages to the organisation. They found a strong correlation between employees experiencing restructuring negatively and its negative impact on their institutional trust, and vice versa.

Procedural justice reflects the fairness of procedures used in implementing decisions. In the context of downsizing, it relates to the consistency of the process regarding people, the lack of bias from management, the communication around the decision making process and the possibility to correct wrong decisions (Dierendonck & Jacobs, 2012).

In their review, Datta and Guthrie (2010), suggest that when procedural fairness is perceived as low, organisational trust is severely impacted by the layoff severity that resulted from downsizing. Procedural fairness is greater perceived by survivors when they learn about imminent layoffs from their managers and not from other sources. In addition, perception of procedural justice differs significantly across employee groups. For example, female employees had higher feelings of injustice (Datta & Guthrie, 2010).

2.3.5 Impact on employees' engagement and commitment

Recent literature reviews do highlight the consensus amongst researchers that following a downsizing, the remaining employees are less involved with their job and committed to their organisation (Datta & Guthrie, 2010, Gandolfi & Hanson, 2011).

Kowske and Lundby (2009) define employee engagement as "the extent to which employees are motivated to contribute to organisational success, and are willing to apply discretionary efforts to accomplishing tasks important to the achievement of organisational goal". Their research showed that employee engagement and other closely related constructs such as job satisfaction, job involvement and organisational commitment were significantly and negatively related to turnover intent (Kowske & Lundby, 2009).

Marais and Hofmeyr (2013) found that negative perceptions of the restructuring process significantly impacted employee's engagement levels. In addition, engagement levels in the company after restructuring were lower than the South African and global high performance norms.

Dierendonck and Jacobs (2012) define commitment as "a force that binds an individual to a course of action that is of relevance to a particular target". The lower commitment of employees is one of the reasons why downsizing often does not deliver the intended long-term effects (Dierendonck & Jacobs, 2012).

In their research, Mellahi and Wilkinson (2008) show that the main cause for low innovation environment was the low employee morale due to the stress from uncertainties following downsizing.

2.4 Mitigating the negative effect of downsizing

According to Aalbers and Dolfsma (2014) when management reorganises and downsizes, innovation takes a low priority. The period following downsizing is crucial and management needs to empower and regain the commitment of remaining employees. It must focus on aligning them with the new vision, mission, and strategic objectives of the organisation (Hanson, 2015).

2.4.1 Foster communication

Open, helpful and accurate communication helps in mitigating anxiety and reducing the resistance to change among survivors (Datta & Guthrie, 2010). Communication by management positively influences the affective organisational commitment of survivors (Dierendonck & Jacobs, 2012).

Sharing the strategy with employees and communicating a confident vision of the future of the organisation can help create confidence and involvement of the workforce (Kowske & Lundby, 2009). According to Appelbaum and Everard (1999), management can gain trust and honesty from their employees by sharing confidential and competitive information, and by committing to communicate everything all the time.

According to Kowske and Lundby (2009), management needs to show what a "bright organisational future" means for each employee. Communicating a clear path for their career growth helps employees remain excited about their current employer.

2.4.2 Enhance work excitement and satisfaction

Kowske and Lundby (2009) suggest that survivors' engagement is enhanced from their perception that management is satisfied with their work and values quality. In addition,

work design and career opportunities can offer additional sources of intrinsic job motivation for employees.

Quality assurance should be institutionalised as the degradation of quality may contribute to demoralising the workforce. Kowske and Lundby (2009) also propose that Total Quality Management (TQM), Six Sigma and process redesign strategies can assist solutions to re-gain engagement of the workforce.

2.4.3 Empowerment

There are two approaches to empowerment: relational and cognitive. The relational approach is defined as managerial activities and practices that give employee authority and the right to use the resources of the organisation (Ergeneli & Ari, 2007). Empowerment increases the problem solving capacity at employee level and encourages their active participation in the decision making. The cognitive approach to empowerment originates from employees' perceptions and reflects whether or not employees perceive themselves as being empowered (Ergeneli & Ari, 2007). The cognitive approach to empowerment increases employees' feeling of self-efficacy and promote open communication, emotional support, inspired goals to increase loyalty and participation, rather than the transmission of power.

Empowerment manifests itself in four cognitions: meaningfulness, competence, impact and choice or self-determination and strengthens employee's self-efficacy or confidence in accomplishing task objectives. Empowerment can be used by managers as a strategy to re-gain motivation, commitment and loyalty from survivors and reduce the intent to quit following downsizing (Ugboro, 2006). Managers can promote empowerment by expressing confidence in employees and giving them opportunities to contribute to decision making.

Bani and Yasoureini (2014) found that there were positive relationships between psychological empowerment and the four organisational commitment components of sense of efficacy, meaningful, having a choice and trust.

2.4.4 Perceived organisational and supervisor support

Studies have shown that organisational commitment of survivors can be increased by both Perceived Organisational Support (POS) and Perceived Supervisor support (PSS) (Erikson and Roloff, 2007).

Perceived Organisational Support (POS) is based on the principle that employees' organisational commitment, loyalty, job satisfaction, and willingness to work hard depends on how they feel their organisation respect and support them. According to Erikson and Roloff (2007), employees develop beliefs on the extent to which their organisation value their contributions and care about their well-being.

Similarly, from the element of Perceived Supervisor Support (PSS), employees develop an impression of how much their supervisors value their contributions and care about their well-being. Insufficient support and interpersonal conflict with supervisor can significantly negatively influence employees' job satisfaction and commitment (Erikson and Roloff, 2007).

2.4.5 Training

Following downsizing, companies are often reluctant to invest in training programs for employees due to the costs associated.

According to Nadeem (2010) the training and development of existing employees is critical for the company to recover from post-downsizing negative consequences. Management must consider providing training to survivors to improve their knowledge, skills, and abilities needed to fill the vacant positions or fulfil their new role within the organisation (Hanson, 2015).

According to Aalbers and Dolfsma (2014) the investment in the development of new knowledge is no longer an option for the future of organisations. In addition, companies find themselves in a dead end if they have no team to develop this knowledge further.

The training of personnel improves the organisation's overall productivity and morale. It does not only develop the knowledge, skills, and abilities of the employees but also enhance their motivation, commitment and job satisfaction (Nadeem (2010).

2.4.6 The importance of management and leadership in managing change

Perhaps one of the most difficult challenges of restructuring and downsizing is for senior executives and management to transform and change their organisation to commit and support the new vision and strategy. Part of this transformation is also to change the negative perceptions and state of mind of their workforce that resulted from downsizing.

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The change management process followed by the organisation post downsizing should be seen as a coordinated framework to deliver potential remedies identified earlier and address the consequences of downsizing on employees.

Short and long-term successes of an organisation depend on their successful implementation of change (Appelbaum & Habashy, 2012). According to Beer and Nohria (2000), most change initiatives from corporate have however failed. The reason for most of those failures is that in their rush to change their organisations, managers end up embarking themselves in a mass of non-coordinated and disorganised initiatives (Beer & Nohria, 2000).

Kotter (2007) emphasises that too many managers fail to realise that transformation is a process, not an event. It takes years and evolves through stages that build on each other. Kotter drew from his personal business and research experience and propose the eight successive stages model to transforming the organisation. Table 2-1 presents the actions needed and the pitfalls to avoid at each stage of Kotter's model.

Table 2-1: Kotter's model of eight stages to transforming the organisation (Kotter, 2007)

Stage	Action needed	Pitfalls
Establish a sense of urgency	• Examine market and competitive realities for potential crises and untapped opportunities. • Convince at 75% of your managers that the status quo is more dangerous than the unknown.	• Underestimating the difficulty of driving people from their comfort zones • Becoming paralysed by risks
Form a powerful guiding coalition	• Assemble a group with shared commitment and enough power to lead the change effort. • Encourage them to work as a team outside the normal hierarchy.	• No prior experience in teamwork at the top • Relegating team leadership to an HR, quality, or strategic-planning executive rather than a senior line manager.
Create a vision	• Create a vision to direct the change effort. • Develop strategies for realising that vision	• Presenting a vision that is too complicated or vague to be communicated in five minutes
Communicate the vision	• Use every vehicle possible to communicate the new vision and strategies for achieving it. • Teach new behaviour by example of guiding coalition.	• Under communicating the vision • Behaving in ways anti ethical to the vision.

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Empower others to act on the vision	• Remove or alter systems or structure undermining the vision. • Encourage risk taking and non-tradition at ideas, activities and actions.	• Failing to remove powerful individuals who resist the change effort
Plan for and create short-term wins	• Define and engineer visible performance improvements. • Recognise and reward employees contributing to those improvements.	• Leaving short-term successes up to chance • Failing to score successes early enough (12-24 months into the change effort)
Consolidate improvements and produce more change	• Use increased credibility from early wins to change systems, structures, and policies undermining the vision. • Hire, promote, and develop employees who can implement the vision. • Reinvigorate the change process with new projects and change agents.	• Declaring victory too soon with the first performance improvement. • Allowing resistors to convince "troops" that the war has been won.
Institutionalise new approaches	• Articulate connections between new behaviours and corporate success. • Create leadership development and succession plan consistent with new approach.	• Not creating new social norms and shared values consistent with changes • Promoting people into leadership positions who don't personify the new approach.

Two archetypes, or theories, of change have emerged from research: Theory E and Theory O. These archetypes are based on very different assumptions about why and how changes should be made (Beer & Nohria, 2000). Theory E is change based on economic value while Theory O is change based on organisational capability. In Theory E change strategies, shareholder value is the only legitimate measure of corporate success. Change is driven in the form of economic incentives, layoffs, and company downsizing or restructuring. On the other hand, Theory O strategies consist in developing corporate culture and human capability by mean of individual and organisational learning. The change process is interactive and incremental; changes are made following reflection on feedback. While each theory of change explicitly or implicitly delivers on management's objectives, they often bring unexpected costs (Beer & Nohria, 2000).

Beer and Nohria (2000) propose that corporate transformations are compared along the six dimensions shown in Table 2-2. Table 2-2 outlines the differences between theories E and O and illustrates what an integrated approach might look like.

Significantly improved profitability and productivity can be achieved by companies that effectively combine hard and soft approaches to change. Theory E and O should be combined if the strategy is to build a sustainable company that can adapt and thrive over the years. More importantly, they should be sequenced as corporate change research has shown that arbitrarily mixing E and O techniques is detrimental to the organisation (Beer & Nohria, 2000).

Table 2-2: comparison of Theory E and Theory O on the dimensions of change of corporate transformation (Beer & Nohria, 2000)

Dimensions of Change	Theory E	Theory O	Theories E and O Combined
Goals	Maximise shareholder value	Develop organisational capabilities	Explicitly embrace the paradox between economic value and organisational capability
Leadership	Manage change from the top down	Encourage participation from the bottom up	Set direction from the top and engage the people below
Focus	Emphasize structure and systems	Build up corporate culture: employees' behaviour and attitudes	Focus simultaneously on the hard (structures and systems) and the soft (corporate culture)
Process	Plan and establish programs	Experiment and evolve	Plan for spontaneity
Reward System	Motivate through financial incentives	Motivate through commitment – use pay as fair exchange	Use incentives to reinforce change but not to drive it
Use of Consultants	Consultants analyse problems and shape solutions	Consultant support management in shaping their own solutions	Consultants are expert resources who empower employees

2.5 Summary

Restructuring that involves downsizing activities has a variety of negative consequences at organisational and individual levels. Surviving employees often suffer from the "Survivor Syndrome" and withdraw from their work psychologically and physically. The perceived violation of the psychological contract by survivors, who expect a stable and positive work environment in exchange of their contributions to the workplace, has important consequences on their work attitudes and behaviours.

Downsizing disturbs the knowledge of learning organisation vested in the form of tacit knowledge within the human and social capital which results in severe damages into the competitiveness of a firm. Learning organisations are collections of social networks of collaborating people, the "innovation DNA" that generates learning and knowledge. The capacity of the organisation to learn and innovate is impacted when these social networks and the organisational memory are damaged by a significant reduction in employees from downsizing.

The justice treatment of victims by the organisation and the perceptions of procedural fairness of downsizing have a significant harmful effect on the organisational trust of survivors, their job commitment and do influence the turnover intent. Learning organisations depend heavily on their human capital to innovate, grow and remain competitive. Low employee engagement and commitment is one of the reasons why downsizing often does not show the intended long-term effects. The period following downsizing is crucial for management to foster remaining employees' empowerment and recommitment. Management can establish a greater sense of trust and honesty by sharing the strategy with employees and communicating a confident vision of the future of the organisation. Further communicating clear paths for career growth helps employees to remain excited about their current employer. Empowerment can be used by managers as a strategy to re-gain motivation, commitment and loyalty from survivors and reduce the intent to quit following downsizing. Managers can promote empowerment by expressing confidence in employees and giving them opportunities to contribute to decision making. The investment in the development of new knowledge and skills relevant in a distant future is not only important for the morale and commitment of employees but also critical for the competitiveness of the organisation.

The change management process followed by the organisation post downsizing should be seen as a coordinated framework to deliver potential remedies and address the

negative consequences of downsizing on the employees. Yet most change initiatives are unsuccessful because managers fail to understand that transformation is a long process and embark their organisation in a mass of rushed, non-coordinated and disorganised initiatives. Kotter eight successive stages model was developed to address these challenges and help organisations in their transforming endeavour. Two theories of change have emerged from research: Theory E and Theory O. Theory E is change based on economic value while Theory O is change based on organisational capability. If the objective is to build a company that can adapt, survive, and prosper over the years, Theory E and O strategies should be combined and sequenced.

Chapter 3   Research questions

3.1   Introduction

Organisational restructuring outcomes are usually assessed from financial performance. Although organisational restructuring and downsizing have profound personal and professional consequences on employees that can negatively impact the "sustainable" performance of an organisation (Datta & Guthrie, 2010; Hanson, 2015; Gandolfi & Hanson, 2011), little focus is placed on measuring the health of these non-financial and organisational variables. Senior managers and executives are not equipped with the necessary diagnostic tools and remedies to drive and implement change in their organisation.

This study seeks to identify the key individual and organisational variables that, following downsizing, are negatively impacting the intellectual and creative efforts of knowledge workers. It also aim to further identify a set of remedies and interventions needed by those employees to ensure that the short term financial benefits obtained from restructuring the organisation remain sustainable. The following research questions will be investigated:

3.2   Research question one

Which non-financial variables are seen by employees as negatively impacting their job performance following a downsizing exercise?

3.3   Research question two

Are there differences in the view of different organisational groups of the variables that negatively impact their job performance?

3.4   Research question three

Which non-financial variables are seen by employees as being critical to enhance their job performance?

3.5   Research question four

Are there differences in the view of different organisational groups of the variables that enhance their job performance?

3.6 Research question five

Do employees believe the change management process in their organisation was aligned to Kotter eight stage model?

3.7 Research question six

Do employees relate initiatives of the change management process in their organisation to Theory E or Theory O with respect to the downsizing process executed in Research and Technology?

3.8 Summary

In this chapter we presented the six research questions formulated from the literature reviewed in chapter two with the aim of achieving the research objectives given in chapter one.

Research questions one and two aimed at identifying the key individual and organisational variables that were negatively impacting the job performance of knowledge workers after restructuring. Research questions three to four aimed at further identifying a set of remedies and interventions needed by those employees to ensure that the short term financial benefits obtained from restructuring the organisation remained sustainable.

Chapter 4   Research methodology

4.1   Introduction

This chapter details the research methodology used to gather and analyse the data. It begins with a justification of the choice of the proposed mixed method design and a case study. It further details the sampling parameters as well as the data collection and methods of analysis. The chapter concludes with some of the research limitations.

4.2   Research design

Edmondson and McManus (2007) define the methodological fit of a research project and give a framework that relates the stage of prior theory to research questions, type of data collected and analysed, and theoretical contributions.

The state of prior knowledge is a key determinant of appropriate research methodology (Edmondson & McManus, 2007). Intermediate theory research draws from prior work to propose new constructs and/or provisional theoretical relationship. One trigger for developing intermediate theory is the desire to reinvestigate a theory or construct that sits within a mature stream of research in order to challenge or modify prior work.

The literature survey showed that the field of research of the consequences at individual and organisational level resulting from restructuring and downsizing was mature. The research questions aimed however at building on prior work by investigating which non-financial metrics should be measured and improved to ensure sustainable company performance for a learning organisation.

Using Edmondson and McManus framework, intermediate theory was developed to marry aspects of research that studied the consequences of downsizing on employees together with research that studied the theory on changing employee's and organisational behavior following restructuring activities.

To ensure the methodological fit with intermediate theory, mixed methods design was used to collect the research data via both qualitative and quantitative methods (Edmondson & McManus, 2007).

The research consisted of the case study of a South African company Research and Technology (R&T) division that recently experienced organisational restructuring. The case study provided a relevant context to address the research questions that aimed to focus on knowledge workers in the context of a learning organisation.

According to Saunders and Lewis (2012) single case study strategy is of particular interest if it presents a unique case and if the researcher wish to gain a rich understanding of the context of the research and the processes being enacted. The Research and Technology (R&T) division of the company studied benefits from a very skilled and experienced work force with high qualifications. Over the past 10 years, this team has been granted 210 patent families. The restructuring however resulted in a downsizing of management layers and also a re-design of job profiles and specifications. The R&T division is currently in the post restructuring phase that consists of initiatives that aim to foster employees' recommitment.

4.3   Population and unit of analysis

The research study was limited to the employees of the Research and Technology (R&T) division of the South African industrial organisation. The Research and Technology division had 341 employees, with over a third of them holding doctorates or masters in engineering and science.

All R&T employees were affected by the restructuring programme. The program was rolled out in phases from top to down levels in the entire organisation; starting from the General Executive Committee level all the way to the lower level. R&T consisted of 1 senior vice president, 7 vice presidents, 45 senior managers and the remaining employees as scientists, engineers, chemists and technologists.

4.4   Sample size and selection

The sampling frame for the study consisted of the complete list of R&T employees.

For the qualitative analysis a Microsoft excel list of R&T employees was obtained and divided into two lists:

- a Microsoft Excel list of 53 employees in a management role category including senior vice president, vice presidents and senior managers and

- a Microsoft Excel list of all 288 remaining employees in a non-management role category including scientists, engineers, chemists and technologists

A sample size of 16 employees was chosen for in-depth interviews consisting of 8 employees randomly selected from each list using the following methods:

- For each list, employees' names were sorted in alphabetical order and given a reference number.
- The Microsoft Excel random function was used to randomly select eight employees from each list. Each employee was contacted via email to confirm that they were willing to take part in the research and to schedule their individual interview. In the event that the person did not want to be interviewed, the random Excel function was run again to choose another employee from the list until a total of sixteen employees was achieved.

Data saturation was reached rapidly to the extent that by the end of the 16th interviews, nothing new was heard by the researcher which confirmed that the sample size was suitable for this research (see section 5.2.3).

For the quantitative analysis the entire sampling frame was used.

4.5   Data collection and research instrument

The strategy recommended by Saunders and Lewis (2011) when doing a case study is to use and triangulate multiple sources of data. Triangulation consists in using a combination of different data collection techniques to ensure that the data are telling what the researcher thinks they are telling.

In this research quantitative data was triangulated with qualitative data for which details are provided in the next subsections.

4.5.1   In depth individual interviews

The qualitative data were collected from 16 semi-structured in-depth individual interviews conducted with randomly selected employees in management (8) and non-management role (8). The objective of the interviews was to predominantly gain insights on research questions one to four from both role categories.

A list of guideline questions was sent to each interviewee beforehand in preparation for the interview. As mentioned, the questions were prepared (see appendix 2) to study research questions one to four. The interviews were face to face and semi-structured to allow the researcher to ask for additional questions in order to obtain further details and explore research questions in more depth (Saunders & Lewis, 2012). Semi-structured interviews were also chosen to change the order of the questions if needed rather than to interrupt the flow of conversation. Topic and questions from the guideline questionnaire were usually covered between 40 to 60 minutes.

With the exception of one respondent, all interviews were recorded using a digital voice recorder and all recording have been submitted as part of the evidence for this study.

4.5.2 Survey questionnaire

The quantitative data were collected from a structured survey questionnaire comprising six sections (appendix 3).

The first section was designed to gather the biographical information of respondents. Using tick boxes, respondents were asked to provide their age, gender, role category and years of service.

Section two of the questionnaire took the form of a matrix type question (Saunders & Lewis, 2012) with 16 statements where respondents were asked to indicate from a five point Likert scale the extent to which they: agree, tend to agree, do not know, tend to disagreed or disagree with following the restructuring of the organisation. Each statement was specifically worded to test individual and organisational factors that contribute to employee's job performance as identified from the literature reviewed. This section was used to study research question one and two.

Section three of the questionnaire was a matrix type question with the same statements used in section two where respondents were asked to indicate from a five point Likert scale how: not important, slightly important, do not know, fairly important or important were each statement for them to perform in their day to day work. This section was used to study research questions three and four.

Section four of the survey questionnaire took the form of a list type question and was aimed to study research question six. For each of the six dimensions of change of

corporate transformation (Beer and Nohria, 2000) respondents were asked to choose which of Theory E, Theory O or both was more applicable to their organisation. For the question list (appendix 3), we used statements given in Table 2-2.

Section five of the questionnaire aimed to study research question five and took the form of a matrix type question with 8 statements. The statements were developed based on Kotter eight stage model (kotter, 2007). Respondents were asked to indicate from a five point Likert scale the extent to which they: agree, tend to agree, do not know, tend to disagreed or disagree the change management process in their organisation was aligned with the model.

Finally, section six of the questionnaire was also a matrix type question with the same statements used in section five where respondents were asked to indicate from a five point Likert scale how: not important, slightly important, do not know, fairly important or important they viewed each of Kotter eight stage model. This section was also used to study research question five.

The questionnaire was developed online by the researcher using a commercial online survey tool www.surveymonkey.com. Online survey was used because it offered confidentiality to the respondents as they were not required to disclose their identity.

The link to the online survey was sent via email to the entire sampling frame

4.5.3   Reliability of the survey questionnaire

One of the most frequently used methods for calculating internal consistency and reliability of a research questionnaire is Cronbach's alpha (Saunders & Lewis, 2009).

The internal consistency amongst question items for sections 2, 3, 5 and 6 of the questionnaire presented earlier was tested by calculating Cronbach's alpha. Cronbach's alpha was not applicable for section 4 as the researcher did not use a scale but a list of three answers per question item.

For the purpose of this research study, only Cronbach's alpha greater than 0.65 were viewed as indicative of good internal consistency of the items.

4.6   Data analysis

4.6.1 Analysis of qualitative data

The interview transcripts were analysed using the computer-aided qualitative data analysis software (CAQDAS) program ATLAS.ti.

A deductive approach was used in this research. According to Saunders and Lewis (2009), commencing research using a theoretical perspective has the advantage of linking the research into the existing body of knowledge, it helps the researcher to get started and provide an initial analytical framework.

A categorisation process was followed to code and analyse the data to allow for a more structured and formalised analytical process that does not rely on researcher's interpretation (Saunders & Lewis, 2009). A preliminary qualitative codebook with predetermined codes was developed from the literature reviewed prior to the analysis of the transcripts (Creswell, 2014). Codes created were key words identified from literature as either negative factors or remedies that impacted the job performance of knowledge workers after restructuring.

Each transcript consisted of a primary document in Atlas.ti and was grouped into two primary document families to differentiate between employees in management and non-management role categories and later facilitate the code analysis. The researcher established a coding scheme convention and followed a similar approach used by Potter (2016) to allow for the creation and identification of any new code created while coding the transcripts. Full details of the coding scheme convention that was developed for the research are presented in Chapter five.

A code occurrence analysis was used for each research question with the aim of identifying the most prominent codes and also to study the difference between job role categories. Codes with low occurrence were merged with codes of higher occurrence to create families in such a manner that it refers to the major themes identified in the literature review.

4.6.2 Analysis of quantitative data

Responses from the survey questionnaires were coded with IBM SPSS® software package.

Descriptive analysis

Frequency analysis was used to analyse the survey results which are presented in the form of frequency tables with percentages. The responses "agree" and " tend to agree" were grouped together to indicate agreement with the statement, whereas the responses "tend to disagree" and "disagree" were grouped together to indicate disagreement with the statement.

Principal component analysis

According to Zikmund and Babin (2010), interdependence techniques are used to examine questions that do not distinguish between dependent and independent variables. In this research, factor analysis, a common interdependence method and data reduction technique was used to determine the degree of correlation between the variables that were used as the 16 question items in section two to four of the research questionnaire.

Independent samples t-tests

Responses from the five points Likert scale obtained for each question item of section two to four of the survey research questionnaire were coded in SPSS on a scale of 0 to 4 where 0 is fully disagree and 4 is fully agree. Mean scores for the views of respondents in management and non-management were then calculated for each question items.

Independent samples t-test were performed to evaluate whether there were statistically significant differences between the calculated means (e.i. view) for managers and non-managers and identify which of the proposed statements they did "disagree" the most with or felt was the most "important". The difference between the views on each statement was considered only if the null hypothesis below was rejected:

- H_0: mean score of managers on proposed statement = mean score of non-managers on proposed statement (no statistical differences)
- H_1: mean score of managers on proposed statement ≠ mean score of non-managers on proposed statement (statistical differences)

4.7 Research limitations

Generalising the findings from the research remains limited as the study is conducted within one organisation. The research focused on Research and Technology (R&T), a learning organisation (division) of a large South African industrial organisation and cannot account for other organisations. The study will therefore require some replications in other organisations before strong conclusions can be drawn. Saunders and Lewis (2012) mention that case studies are often criticised as there is no basis for placing faith in the findings from one particular case and also for the close exposure of the author that biases the findings. Saunders and Lewis (2012) however emphasise that, if well designed, case studies will yield insights not possible in more descriptive strategies.

Chapter 5   Results

5.1   Introduction

This chapter provides the results from the data collected by means of the various methods described in the previous chapter. The first two sections briefly give an overview of the data collection methods and the subsequent sections document the results per method of collection for each of the research question stated in chapter three.

5.2   Data collection from in depth focus interviews

5.2.1   Summary of interview conducted and the interview method

A total of sixteen interviews were conducted over a period of three weeks with individuals working in the Research and Technology division of the company. All interviews were done in person in a private meeting room and recorded with a digital voice recorder with the exception of one participant who preferred not to be recorded. Some notes were taken by the researcher during the interviews as a precaution in the event that the recording was unclear.

5.2.2   Interview transcription

The audio recording of all interviews were transcribed by professional transcription services. Since the audio recordings were transcribed by different transcription services, all transcripts were formatted according to the same template and saved as a rich text format file for use with Atlas.ti software. To facilitate the analysis with Atlas.ti, sections in the transcripts corresponding to the interviewer and the respondent were identified as <u>Interviewer</u> and <u>Respondent</u> respectively. Each transcript was reviewed for consistency by the researcher and terms that were inaccurately transcribed were corrected. Parts of the conversation identified by the transcriber as inaudible were also checked against the original audio recording and the notes of the researcher. In the event that the part could not be decrypted by the researcher, it was left as [Inaudible].

5.2.3   Transcript coding and analysis in Atlas.ti

As per methodology described in section 4.6.1, each transcribed interview was analysed using Atlas.ti.

A preliminary qualitative codebook with predetermined codes was developed from the literature review prior to the analysis of the transcripts (Creswell, 2014). Creswell (2014) suggests that the preliminary codebook should evolve and change during the data analysis based on the information learnt by the researcher.

The researcher developed a preliminary codebook using a similar coding scheme convention used by Potter (2016) and presented in Table 5-1.

Table 5-1: Transcript coding scheme convention

Prefix / Suffix	Description
None	Codes with no prefix were part of the preliminary codebook and were used to identify common themes during the analysis of the transcripts.
Asterisk "*"	Codes suffixed by an asterisk "*" were created after the design of the preliminary codebook as part of the free coding of the transcripts.
[category]:	Codes prefixed by a [category]: were used to group a set of codes that relate to a specific research question.
[factor]::	Codes prefixed by a [factor]:: were used to group a set of codes that provide insights to a specific research question.

Since the questionnaire for our In-depth individual interviews was designed to provide direct insights for any of the research questions, the codes were grouped into families and prefixed according to a [category] that could relate back to a research question to allow for easier analysis of the data. Qualitative analysis was used to predominantly obtain insights on research questions one to four.

The transcripts were fully coded using the following approach:

- A pass through all the transcripts was done to look for quotes containing any of the predetermined codes that related to the major themes identified from our literature review.
- If a theme that was not identified during the literature review was identified during the coding, a new code was created under the corresponding category and highlighted with an asterisk "*". Figure 5-1 shows that data saturation was achieved fairly quickly. After the analysis of the fourth transcript very few codes were created to identify new themes.
- Each quote from a particular code was then reviewed to ensure that the theme was captured properly.

- Once all the transcripts were coded, we reviewed the code table and merged codes with low occurrence with other codes.

Appendix 4 gives the final list of codes used in the preliminary codebook and the list of codes after merging.

Figure 5-1: data saturation as per the creation of new codes
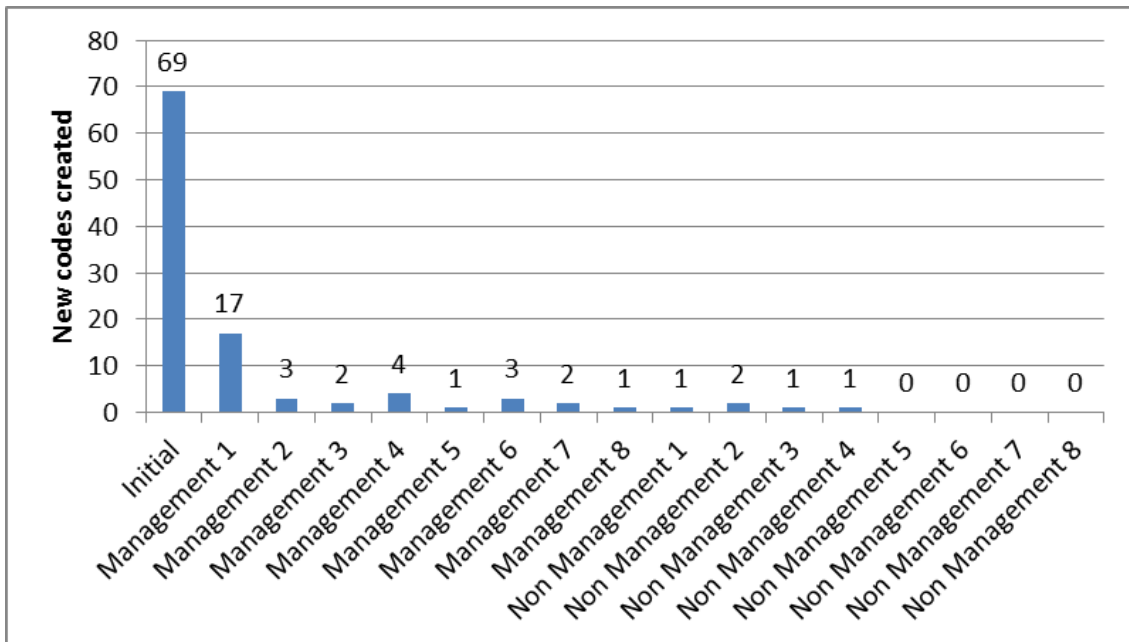
5.3   Data collection from survey questionnaire

The request for participation to the research and to complete the online survey questionnaire was sent to 341 employees on two occasions over a period of 20 days. 106 employees responded to the online survey questionnaire yielding to a response rate of 31%. 9 responses were incomplete and were thus discarded which left a total of 97 responses to be analysed. Table 5-2 summarises the respondent demographic of the survey questionnaire.

Table 5-2: survey questionnaire respondents demographic

		Frequency	Percentage
Gender	Male	67	69.1
	Female	29	29.9
	Missing	1	1.0
	Total	97	100.0
Age	29 or younger	10	10.3
	30 to 39	48	49.5
	40 to 49	19	19.6
	50 to 59	19	19.6
	60 or older	1	1.0
	Total	97	100.0
Role Category	Management	18	18.6
	Non-management	79	81.4
	Total	97	100.0

One respondent did not specify his or her gender. However, considering that the rest of the questionnaire was complete and that the aim of the research is to study differences between role categories the response was kept for further analysis.

5.3.1 Validation of research questionnaire

With the exception of sections 1 and 4 for which scales were not used, the research questionnaire was validated using Cronbach's Alpha to test for internal consistency amongst each of the questions and the reliability of the Likert scale. Table 5-3 gives a summary of Cronbach's alpha for the research questionnaire.

All questions returned Cronbach's Alpha greater than 0.8 which indicate their good reliability.

Table 5-3: test for reliability of questionnaire with Cronbach's Alpha

Questions	N of item	Conbach's alpha
Q4.1 to Q4.16	16	0.871
Q5.1 to Q5.16	16	0.949
Q6.1 to Q6.8	8	0.840
Q6.1 to 6.8	8	0.881

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5.4   Description of results for research question one

This section presents the results obtained from the qualitative and quantitative analyses performed on the data collected with the aim of providing insights on the following research question:

"Which non-financial variables are seen by employees as negatively impacting their job performance following a downsizing exercise?"

5.4.1   Transcript thematic analysis

While coding the transcripts for research question one, the researcher was looking for individual and organisational factors which according to respondents did not improve from the restructuring and downsizing of their organisation. The researcher was also seeking for factors that were negatively impacting their work and aspects that were now missing for them to perform their job and be innovative.

The codes that were used for the coding of research question one are given in Table 5-4. The researcher differentiated between individual and organisational factors that respondents identified as negatively impacting their job performance.

Table 5-4: Codes used for the coding of non-financial variables negatively impacting employees' performance.

Individual factors	Organisational factors
Disablers: individual:: growth opportunities* Disablers: individual:: insufficient skills Disablers: individual:: lost networks Disablers: individual:: motivation* Disablers: individual:: accountability Disablers: individual:: empowerment Disablers: individual:: no freedom* Disablers: individual:: training & development* Disablers: individual:: work load*	Disablers: organisation:: change management* Disablers: organisation:: no long term Disablers: organisation:: strategy Disablers: organisation:: trust Disablers: organisation:: vision Disablers: organisation:: people care* Disablers: organisation:: silos* Disablers: organisation:: bureaucracy Disablers: organisation:: lost knowledge* Disablers: organisation:: no loyalty Disablers: organisation:: resources* Disablers: organisation:: structure Disablers: organisation:: support services* Disablers: organisation:: systems and processes

In order to identify the key factors that impacted the most employees following the restructuring of their organisation, the researcher conducted a code occurrence

analysis and merged codes with low occurrence with codes of higher occurrence in such a manner that it refers to the major themes identified in the literature review. Table 5-5 provides details on how codes were merged into six major disabling factors identified by respondents as negatively impacting their job performance and innovation. In some cases the group of merged codes was renamed for a better description of the disabling factor and identified with an asterix*.

Table 5-5: final codes used after merging for research question one study

Initial codes	Merged codes
Disablers: individual:: accountability Disablers: individual:: empowerment	Disablers: individual:: accountability & empowerment*
Disablers: individual:: growth opportunities* Disablers: individual:: insufficient skills Disablers: individual:: training & development*	Disablers: individual:: training & development*
Disablers: individual:: motivation* Disablers: individual:: work load* Disablers: individual:: lost networks Disablers: organisation:: lost knowledge* Disablers: organisation:: resources*	Disablers: organisation:: resource capacity*
Disablers: organisation:: no long term Disablers: organisation:: strategy Disablers: organisation:: trust Disablers: organisation:: vision Disablers: organisation:: change management* Disablers: organisation: no loyalty Disablers: organisation:: people care*	Disablers: organisation:: change management*
Disablers: organisation:: silos* Disablers: organisation:: structure	Disablers: organisation:: structure
Disablers: organisation:: support services* Disablers: individual:: no freedom* Disablers: organisation:: bureaucracy Disablers: organisation:: systems and processes	Disablers: organisation:: systems and processes

As seen in Table 5-6, the three negative factors that emerged with the highest occurrence amongst all respondents related to the systems and processes, the change management and the resource capacity.

Table 5-6: Occurrences for negative factors

Factors	Occurrence	%
Disablers: organisation:: systems and processes	28	22.4
Disablers: organisation:: change management*	26	20.8
Disablers: organisation:: resource capacity*	24	19.2
Disablers: individual:: accountability & Empowerment*	22	17.6
Disablers: organisation:: structure	14	11.2
Disablers: individual:: training & development*	11	8.8
Total	125	100

These three factors were further explored by extracting and analysing all their associated quotes to find commonalities that explain why they are perceived negatively.

Systems and processes

In their individual interviews, employees explained their dissatisfaction with the systems and processes created from the restructuring in three ways: the inefficiency of the procurement process, the increase of bureaucracy and the cumbersome governance. Appendix 5 provides a list of quotes extracted from the transcripts that gives common insights from interviewees on the negative impact of systems and processes.

Employees explained that the procurement of goods and services was now made through a centralised system with which administrators were not proficient and often did not understand the research and development business environment. This resulted in several procurement errors and delays impacting the innovation and creativity of the teams.

> *"… you have got buyers … they have no clue on the background of your business. So it is always this forward and backward of this specific request and you will see the final impact is again on the person that wants the service."*

> *"You place an order with the buyer who doesn't have technical knowledge of what it is that you want, so for them A and B look the same. On paper B is cheaper let's go for that whereas you know there's some specific nuances … something gets ordered and because it's the wrong thing you've got to go through the whole process all over again."*

Interviewees complained that by standardising the procurement process, the organisation took away the necessary agility and speed needed for a research

environment. Respondents were concerned that by applying strict systems and requirements similar to a commercial production plant (permits and modifications), the organisation was ultimately impacting its research efficiency.

> *"So all of those things are where X [company] is struggling to find a balance, and especially if you look at R&D the fact that they are forcing us to implement all the systems that are applicable to a commercial operation. They are forcing us to actually implement all those systems on our R&D environment where you have much smaller equipment, the risk is significantly lower."*

> *"…and if you look at the whole process, to just do a small modification on a piece of equipment; in the past it took you a week, now it takes you months."*

R&T employees did not see an improvement on the level of bureaucracy in the organisation after the restructuring. Some respondents actually did say that the amount of reporting had increased, with some level of duplication for which they did not see the value.

> *"It is for me a complete overload of admin, to be honest... if you just look at reporting back to business, a lot of duplication is happening."*

> *"…we've restructured but I still see the same …you know some of the problems which were there before [bureaucracy] … the whole commercial procedure just doesn't seem to have kept pace … there's been a lot of changes and a lot of streamlining but unless everything is working together as a well-oiled machine, all the different parts, I almost see it's going to lead to burnout in some areas..."*

Finally, respondents highlighted that the governance for projects and funding became much more cumbersome.

> *"… the approach to the project is not flexible …for some small project it creates unnecessary bureaucratic burden. We don't really have a shortcut you know to proceed faster with small things or we don't have a shortcut to proceed fast with urgent projects … we still have to go through many unnecessary steps."*

> *"I need to go through an approval system to get access to information…just sometimes money is approved but then you have to go through a whole process to get the money actually spent and I can't do that directly."*

In their view the increased governance was a result of management failing to discipline individuals that abuse the systems. The organisation added complexity and control to the systems rather than addressing the issue at source and that ultimately impacted its people.

"It could be that we are not able to manage our people when they deviate, when they spend money where they shouldn't. We take away their ability to spend money, that's the wrong remedy. The right remedy is to say, you are spending the money on the wrong thing and deal with the person."

Change management

Respondents identified change management as the second factor negatively impacting their job performance essentially due to a lack of communication and care for people. A list of selected quotes from respondents giving an overview of their concerns around change management is presented in Appendix 5.

Respondents explained that the communication around change management was insufficient and ineffective in preparing employees for the change and support them after the restructuring. Respondents felt as if there was an expectation from the organisation that they would adjust automatically their way of working with the new structure, systems and processes.

"Very ineffective communication up to the change, then the change happened and then I think that the change management part, which should have kicked into high gear then, effectively evaporated."

"The change management was exceptionally slow in X [company]… there was no change management after the change… it is like "push – go" and that was absolutely the time where we needed to step up and even get more intense and more on top of what does the structure mean and how we are supposed to operate. We assumed that it would work automatically."

In general, people also complained about the lack of communication on the vision of the change. They were uncertain on the way forward and deeply concerned that their organisation could go back to the "old ways of doing things". People wanted the leadership of their organisation to provide some directions and share their vision on the way forward.

"There is not a clear mission [for R&T] for me… So are we just going to go back to how things were, or are we going to sustain the improvement and the gain that we've got."

"I don't feel like the leadership had a clear vision of what and where we are going from here on… I'm seeing the effects of people leaving and the way they approach things now and I'm worried that that is going to hurt us in the future. The message I get is that leadership is a bit oblivious to that."

Respondents finally explained that the change management lacked of people care and failed to deal with the anxiety and negativity of employees. They believed that the change management should have placed more emphasis on people and give them the necessary time and support to comprehend the change sought by the organisation. The process created panic and fear and employees applied or accepted positions that were not necessary best for them. The change management during the restructuring has ultimately impacted the moral and engagement of employees.

> *"… we've never allowed people time to go through that process of you know anger and denial and all of that and come to an acceptance… and we expected the people to automatically just go from one to the other without actually taking into cognisance that these are humans and they need the time to actually accept change and understand the change."*

> *"For the people it is not nice. It affected their morale… for R&T the company should have perhaps been more patient. Because you invest in your people, you train [them] and you let them go, it does not make sense."*

> *"Management needs to support the people as much as they can. It is not a culture of people at present."*

Resource capacity

Respondents finally believed that the restructuring of their organisation had negatively impacted the resource capacity of Research and Technology. In their view, the resource capacity was impacted by the restructuring in three ways: the increased work load for individuals, the loss of knowledge and the loss of networks. A list of selected quotes from respondents giving an overview of their concerns with the resource capacity of their organisation is provided in appendix 5.

Respondents essentially complained about the increase in work load after the restructuring. They explained that although some of their colleagues had left the organisation, the same volume of work needed to be done which created more stress and frustration. Employees were further concerned that this matter was not currently discussed and addressed by management. Respondents also explained that the constraint on resource capacity was also compromising the aptitude of the organisation to effectively develop and explore opportunities.

> *"It is now post restructuring basically, and your workload has increased, how many folds I don't know, but you are definitely pulling weight for somebody else… that is a thing that we are not talking about."*

"Sometimes you do realise where to focus and you just cannot do it… because you just don't have the resources for that."

In addition, employees believed that since restructuring there has been a great loss of knowledge. People with experience and expertise had left and continue leaving the organisation which was not prepared since knowledge was not transferred. According to respondents this has impacted the efficiency and capability of R&T as they believed it took longer to get things done.

"… the significant negative is the experience that we have lost. So the whole restructuring forced a lot of people out of their positions, people that were not considering early retirement suddenly were in a way forced to consider … it [knowledge] wasn't properly transferred to the next layer of people coming or taking over."

"I think we've lost a lot of high caliber employees and I think we're still losing people."

Similarly respondents believed that the efficiency of the organisation was impacted from the loss of networks. Employees mentioned that before restructuring it was easier and quicker to get their work done as they knew who to contact when they needed help or information. People who could help and knew well their jobs have either left or moved within the organisation.

"Knowing who to phone … who's the guy in the financial side who can help me … those things are important, it helps the processes more... that actually did not improve… we take longer to do anything."

"You have to go through a number of people to get something simple done… You can't rely on your previous networks because people have left or been moved… The new people don't know what is happening."

5.4.2 Quantitative analysis

Respondents were asked to answer a list of 16 statements concerning their views on the current state of individual and organisational factors after the restructuring of their company.

Descriptive analyses were performed for each of the statement and findings are summarised in Table 5-7 which gives the view of the respondents on each statement per increasing level of disagreement. Frequency tables for each statement can also be found in Appendix 5.

More than 60% of the respondents disagreed with the statements that since their company restructuring:

- they were more empowered to make decision
- they have opportunities for learning and development
- they have trust in the leadership of their organisation and
- the strategy of their organisation is shared with them clearly and openly

Table 5-7: ranking of statement per level of disagreement

		In disagree-ment	?	In agree-ment
1	I have opportunities for learning and development	66.3	11.6	22.1
2	I am more empowered to make decisions	64.9	15.5	19.6
3	I have trust in the leadership of my organisation	64.6	16.7	18.8
4	The strategy of my organisation is shared with me clearly and openly	61.1	7.4	31.6
5	I feel valued and appreciated	58.3	21.9	19.8
6	I have access to a network of knowledge outside of my organisation	57.3	20.8	21.9
7	the tools and systems that I use in my day to day work function properly	56.7	12.4	30.9
8	I believe that my organisation is treating its employees fairly	55.7	19.6	24.7
9	the information on matters that are Important to me is communicated openly in my organisation	53.1	13.5	33.3
10	I am involved in the decisions that affect my work	51.5	18.6	29.9
11	I am satisfied with my Job	40.6	22.9	36.5
12	the information that I get in my organisation is up to date	38.5	18.8	42.7
13	I have a clear understanding of my role and responsibilities in the organisation	35.1	7.2	57.7
14	I still believe that there is a great network of knowledge in my organisation that I can tap in	22.7	16.5	60.8
15	I have all the skills to deliver on my job	22.1	15.8	62.1
16	there is an emphasis on work quality	19.1	10.6	70.2

Factor analysis was performed to determine the degree of correlation amongst the 16 statements. The principal component analysis extraction method (PCA) was used to group large set of variable into smaller sets that account for most of the variance of the original set of variable. The results of the factor analysis are presented in Table 5-8, Table 5-9 and appendix 5. A Kaiser-Meyer-Olkin value of 0.811 and a Bartlett's test of

spericity with a p value of less than 0.05 indicated that the PCA method was suitable for this research.

Table 5-8: KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Spericity	Approx. Chi-Square	505.910
	df	120
	Sig.	.000

As seen in Table 5-9, four components could be extracted representing 60.295% (see appendix 5) of the variance. Statements with loading greater than 0.4 for a particular component were then grouped together.

Cronbach's alphas was calculated to test the internal consistency of each of the four components extracted from the factor analysis and to confirm that the statements grouped under one component were measuring the same underlying dimension. As seen in Table 5-9, only component 4 has a Cronbach's alpha below 0.65, the reliability and use of this component should therefore be considered carefully.

Table 5-9: rotated component matrix

	Component			
	1	2	3	4
Cronbach's Alpha	**0.825**	**0.675**	**0.652**	**0.629**
Q4.12: Since my company restructuring, I feel valued and appreciated	.814	.136	.254	-.010
Q4.16: Since my company restructuring, I am satisfied with my Job	.775	.153	.258	.142
Q4.1: Since my company restructuring, I am more empowered to make decisions	.722	-.054	.340	-.165
Q4.11: Since my company restructuring, I am involved in the decisions that affect my work	.654	.348	.070	.145
Q4.14: Since my company restructuring, I believe that my organisation is treating its employees fairly	.555	.447	-.118	.356
Q4.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	.226	.723	.204	.107
Q4.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	.036	.701	.374	-.083

Q4.5: Since my company restructuring, I have opportunities for learning and development	.468	.479	.014	.030
Q4.15: Since my company restructuring, I have trust in the leadership of my organisation	.428	.457	.233	.380
Q4.13: Since my company restructuring, there is an emphasis on work quality	.117	.121	.760	.091
Q4.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	.307	.111	.719	.079
Q4.4: Since my company restructuring, I have all the skills to deliver on my job	.077	.204	.505	.183
Q4.3: Since my company restructuring, the tools and systems that I use in my day to day work function properly	.311	.337	.432	.014
Q4.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation	-.155	.158	.028	.800
Q4.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	.302	-.229	.240	.725
Q4.8: Since my company restructuring, the information that I get in my organisation is up to date	.111	.480	.311	.508

Each component was renamed to represent the commonalities of its statements and the mean of the respondents' views was computed. The results for the proposed constructs: people management, communication and trust, job performance enablers and access to information and networks are presented in Table 5-10.

Respondents were in most disagreement with statements associated to communication and trust and people management with 61.3% and 54.2% respectively. According to Table 5-7, since the restructuring of their organisation, important information, such as strategy, was not communicated clearly and openly to them. In addition, respondents disagreed that since the restructuring they trusted their leadership.

With regards to people management, respondents predominantly believed that since restructuring they were not more empowered to make decision and they were not valued and appreciated (Table 5-7).

Table 5-10: Respondents' views on each of the component

	In disagreement	?	In agreement
Component 1: people management	54.2	19.7	26.1
Component 2: communication and trust	61.3	12.3	26.4
Component 3: job performance enablers	33.3	11.5	55.2
Component 4: access to information and networks	39.5	18.7	41.8

5.4.3 Summary of findings for research question one

The thematic analysis conducted on the interview transcripts identified three critical factors that were said by research and technology knowledge workers as negatively impacting their job performance. First they expressed their dissatisfaction with the inefficiencies, increased bureaucracy and cumbersome governance of the systems and processes created from restructuring. Second, they expressed their concerns with change management and its lack of leadership communication on their vision of the company as well as lack of people care. Third, interviewees indicated that restructuring impacted the resource capacity of R&T from increased work load on individuals and the loss of valuable knowledge and networks.

On the other hand, the findings from the principal component analysis of the results from the survey questionnaire showed that respondents' views on the proposed statements could be grouped into four dominant constructs: (1) people management, (2) communication and trust, (3) job performance enablers and (4) access to information and networks. Respondents were in most disagreement with statements associated to communication and trust and people management with 61.3% and 54.2% respectively. According to them since the restructuring of their organisation, important information, such as strategy, was not communicated clearly and openly and they disagreed that since the restructuring they trusted their leadership. With regards to people management, respondents predominantly believed that since restructuring they were not more empowered to make decisions and they were not valued and appreciated.

5.5 Description of results for research question two

In this section, the results obtained for research question one were further examined to determine if there were differences amongst organisational groups in the way they

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viewed the factors that negatively impacted their work. Our second research question is as follow:

"Are there differences in the view of different organisational groups of the variables that negatively impact their job performance?"

5.5.1 Transcript thematic analysis

Atlas.ti was used to conduct a code analysis and to count the difference in quotations for the key factors identified in Table 5-5 between employees in management and non-management role categories.

Table 5-11 and Table 5-12 present the most negative factors for employees in a management and non-management role category respectively.

Table 5-11: most negative factors for employees in a management role

Factor	Occurrence	%
Disablers: individual:: accountability & empowerment*	19	26.8
Disablers: organisation:: systems and processes	18	25.4
Disablers: organisation:: change management*	13	18.3
Disablers: organisation:: resource capacity*	9	12.7
Disablers: organisation:: structure	8	11.3
Disablers: individual:: training & development*	4	5.6
	71	100

Table 5-12: most negative factors for employees in a non-management role

Factor	Occurrence	%
Disablers: organisation:: resource capacity*	15	27.8
Disablers: organisation:: change management*	13	24.1
Disablers: organisation:: systems and processes	10	18.5
Disablers: individual:: training & development*	7	13.0
Disablers: organisation:: structure	6	11.1
Disablers: individual:: accountability & Empowerment*	3	5.6
	54	100

In the view of employees in a management role, the three most critical factors that were negatively impacting their job performance following restructuring were accountability and empowerment, the systems and processes and the change management. Employees in a non-management role viewed resource capacity, change

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management and the systems and processes as the three most critical factors to address.

Both role categories had comparable percentage occurrence for change management and systems and processes varying from 18.3% to 25.4%. The most noticeable differences are that employees in a management role viewed accountability and empowerment as being much more critical at 26.8% versus 5.6% in contrary to employees in a non-management role who considered resource capacity as being much more critical at 27.8% versus 12.7%.

Since insights from employees on change management, resource capacity and systems and processes were already provided in section 5.4.1, the researcher focused on how employees in a managerial role viewed accountability and empowerment as negatively impacting their job. A list of quotes extracted from transcripts that give common insights from interviewees in management on why accountability and empowerment was negatively impacting their job is presented in appendix 6.

According to managers, accountabilities haven't been clearly defined and communicated to individuals after restructuring. They also believed that since restructuring, they have lost their freedom to test ideas and decide how they can best add value and develop their teams.

> *"To me the biggest thing was the empowerment that I used to have under the whole structure disappeared completely. I cannot pursue any research without having the business units' explicit permission to do that. So that is the biggest change."*

> *"I have much less freedom to do what I want. I don't have the freedom to send my guys to any training or any conference because there are restrictions now. I have no empowerment in terms of my people's career development."*

There were now systems and processes in place which have taken away their autonomy and disempowered them. In the view of managers, systems and processes were implemented because people were scared of making mistakes and holding one another accountable. Managers believe that due to the lack of accountability and empowerment, the organisation has become worst at making decision and this was hampering the efficiency and innovation of the organisation.

> *"… a simple example like empowered accountability, what we said is we want to have a single person responsible that somebody can say this is my deliverable, I*

find [that] we [are] worse at making decisions these days… nobody clearly understands what is expected of them."

"I think the organisation hasn't improved following the restructuring… they spoke a lot about accountability, right at the beginning. A single point of accountability and I still believe that hasn't been materialised or implemented successfully… I sometimes feel very much as just an admin officer… I can recommend certain decisions but the final decision doesn't lie with me."

5.5.2 Quantitative analysis

Table 5-13 and Table 5-14 present the view of respondents in managerial and non-managerial role category on the four constructs defined in section 5.4.2. To further understand what drives the level of disagreement of each construct, a comparison of the 16 statements per increasing level of disagreement between respondents in managerial and non-managerial role categories is also given in Table 5-17 and Table 5-18. Frequency tables for each statement can also be found in Appendix 7.

Table 5-13: view of management role category on the four constructs

	In disagreement	?	In agreement
people management	43.3	24.4	32.3
communication and trust	64.6	15.6	19.8
job performance enablers	29.4	8.6	62.0
access to information and networks	34.2	15.4	50.4

Table 5-14: view of non-management role category on the four constructs

	In disagreement	?	In agreement
people management	56.7	18.6	24.7
communication and trust	60.4	11.6	28.0
job performance enablers	34.2	12.2	53.6
access to information and networks	40.7	19.5	39.8

Both role categories were more than 60% in disagreement with statements referring to the construct of communication and trust. Considering Table 5-17 and Table 5-18, it is however important to note that there were differences within this construct. More than 83% of respondents in management disagreed that since the restructuring the strategy of their organisation was shared clearly and openly in comparison to 55.8% for respondents in a non-managerial role. Also, more than 68% of non-managers

disagreed that since the restructuring they had more trust in their leadership in comparison to 47% of managers.

More than 56% of respondents in the non-management role category disagreed with statements relating to people management in comparison to 43% for respondents in management. However while considering each factors of the construct further (Table 5-17 and 5-18) there were no clear differences in levels of disagreement between managers and non-managers. Both role categories disagreed by more than 50% that since restructuring they felt valued and appreciated and empowered to make decisions.

The statistical significance of the differences in level of agreement for the 16 statements was evaluated by performing independent samples t-tests for which the results are presented in Appendix 7. The statement that evaluated the view of respondents on how the strategy of the organisation was communicated to them after the restructuring was the only statement that had statistical significances in the mean differences. As seen in Table 5-15 and Table 5-16, the p-value for the independent sample t-test was of 0.036. Therefore there is a significant difference between managers and non-managers disagreement scores. On a scale of 0 to 4 where 0 is fully disagree and 4 is fully agree, respondents in management were significantly in more disagreement with the statement (0.94) than respondents in non-management (1.53).

Table 5-15: descriptive statistics for statement: since my company restructuring, the strategy of my organisation is shared with me clearly and openly

		Mean	Std. Deviation
Q4.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	Management	0.94	0.938
	Non-management	1.53	1.363

Table 5-16: independent samples t-test for statement: since my company restructuring, the strategy of my organisation is shared with me clearly and openly

| | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | |
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variances assumed	17.185	.000	-1.734	93	.086	-.588	.339
Equal variances not assumed			-2.177	35.978	.036	-.588	.270

Table 5-17: ranking of statements per level of disagreement for respondents in managerial role

Since the restructuring of my organisation…	In disagree-ment	?	In agree-ment
The strategy of my organisation is shared with me clearly and openly	83.3	5.6	11.1
I am more empowered to make decisions	66.7	11.1	22.2
The tools and systems that I use in my day to day work function properly	66.7	5.6	27.7
The information on matters that are Important to me is communicated openly in my organisation	66.7	11.1	22.2
I have opportunities for learning and development	61.1	22.2	16.7
I feel valued and appreciated	50.0	38.9	11.1
I have trust in the leadership of my organisation	47.1	23.5	29.4
I have access to a network of knowledge outside of my organisation	47.1	29.4	23.5
I believe that my organisation is treating its employees fairly	44.4	11.1	44.5
The information that I get in my organisation is up to date	44.4	11.1	44.5
I have a clear understanding of my role and responsibilities in the organisation	33.3	0.0	66.7
I am involved in the decisions that affect my work	27.8	27.8	44.4
I am satisfied with my Job	27.8	33.3	38.9
I have all the skills to deliver on my job	11.8	17.6	70.6
I still believe that there is a great network of knowledge in my organisation that I can tap in	11.1	5.6	83.3
There is an emphasis on work quality	5.6	11.1	83.3

Table 5-18: ranking of statement per level of disagreement for respondents in non-managerial role

	In disagree-ment	?	In agree-ment
I have trust in the leadership of my organisation	68.4	15.2	16.4
I have opportunities for learning and development	67.5	9.1	23.4
I am more empowered to make decisions	64.6	16.5	18.9
I feel valued and appreciated	60.3	17.9	21.8
I have access to a network of knowledge outside of my organisation	59.5	19.0	21.5
I believe that my organisation is treating its employees fairly	58.2	21.5	20.3
I am involved in the decisions that affect my work	57.0	16.5	26.5
The strategy of my organisation is shared with me clearly and openly	55.8	7.8	36.4
The tools and systems that I use in my day to day work function properly	54.4	13.9	31.7
The information on matters that are Important to me is communicated openly in my organisation	50.0	14.1	35.9
I am satisfied with my Job	43.6	20.5	35.9
the information that I get in my organisation is up to date	37.2	20.5	42.3
I have a clear understanding of my role and responsibilities in the organisation	35.4	8.9	55.7
I still believe that there is a great network of knowledge in my organisation that I can tap in	25.3	19.0	55.7
I have all the skills to deliver on my job	24.4	15.4	60.2
there is an emphasis on work quality	22.4	10.5	67.1

5.5.3 Summary of findings for research question two

Results obtained for research question one were further examined to determine if there were differences between managers and non-managers in the way they viewed the factors that negatively impacted their work.

Code occurrence analysis indicated that both role categories had comparable percentage occurrence for change management and systems and processes varying from 18.3% to 25.4%. The most noticeable differences were that employees in

management viewed accountability and empowerment as being much more critical at 26.8% versus 5.6% in contrary to employees in non-management role who considered resource capacity as being much more critical at 27.8% versus 12.7%. Managers felt that they were disempowered in the sense that they no longer had freedom to test ideas and decide how they can best add value and develop their teams. They believed that due to the lack of accountability and empowerment, the organisation became worst at making decisions.

The major findings from descriptive statistics indicated that although both role categories were more than 60% in disagreement with statements referring to the construct of communication and trust, on a scale of 0 to 4 where 0 is fully disagree and 4 is fully agree, respondents in management were significantly in more disagreement (0.94) with the idea that since restructuring the strategy was shared with them openly and clearly than respondents in non-management (1.53).

There were no major differences between the views of managers and non-managers in the way they felt valued and appreciated and empowered to make decisions after restructuring.

5.6 Description of results for research question three

This section presents the results obtained from the qualitative and quantitative analyses performed on the data collected with the aim of providing insights on the following research question:

> "Which non-financial variables are seen by employees as being critical to enhance their job performance?"

5.6.1 Transcript thematic analysis

While coding the transcripts for research question three, the researcher was looking for individual and organisational factors which in the view of respondents were critical and currently missing for them to be efficient and innovative in their job. The researcher was also seeking for factors that motivated respondents to continuously be efficient and innovative in their job.

The codes used for the coding of research question three are given in Table 5-19. The researcher differentiated between the individual, organisational and leadership factors that were identified by respondents as being critical to enhance their job performance.

Table 5-19: Codes used for the coding of non-financial variables seen as being critical to enhance employees' performance.

Individual	Organisational
Enablers: individual:: empowerment Enablers: individual:: accountability Enablers: individual:: freedom* Enablers: individual:: adding value Enablers: individual:: being challenged* Enablers: individual:: high work standard* Enablers: individual:: personal pride* Enablers: individual:: role clarity* Enablers: individual:: growth opportunities* Enablers: individual:: skills* Enablers: individual:: networks Enablers: individual:: team work*	Enablers: organisation:: focus* Enablers: organisation:: recognition* Enablers: organisation:: reduced bureaucracy Enablers: organisation:: support services* Enablers: organisation:: systems and processes Enablers: organisation:: professionalism* Enablers: organisation:: people care*
Leadership	**Other**
Enablers: leadership:: trust Enablers: leadership:: honesty* Enablers: leadership:: support* Enablers: leadership:: allow failure* Enablers: leadership:: commitment* Enablers: leadership:: respect* Enablers: leadership:: visible* Enablers: leadership:: communication Enablers: leadership:: vision Enablers: leadership:: company strategy	Enablers: competition* Enablers: implementation of ideas*

A similar approach to research question one was used to identify the critical factors that in the view of respondents must be addressed to enhance their job performance following the restructuring of their organisation. The researcher conducted a code occurrence analysis and merged the codes with low occurrence with those of higher occurrence such that it refers to the major themes from literature.

Table 5-20 provides details on how the codes were merged into ten major enabling factors. Some of the groups of merged codes were renamed and identified with an asterix* to better describe the factor.

Table 5-20: final codes used after merging for the study of research question three

Initial codes	Merged codes
Enablers: individual:: empowerment Enablers: individual:: accountability	Enablers: individual:: accountability & empowerment*

Enablers: individual:: freedom*	
Enablers: individual:: adding value Enablers: implementation of ideas*	Enablers: individual:: adding value
Enablers: individual:: being challenged* Enablers: individual:: high work standard* Enablers: individual:: personal pride* Enablers: individual:: role clarity* Enablers: competition* Enablers: organisation:: professionalism*	Enablers: individual:: high work ethic*
Enablers: leadership:: communication Enablers: leadership:: vision Enablers: leadership:: company strategy Enablers: leadership:: visible* Enablers: organisation:: focus*	Enablers: leadership:: communication
Enablers: individual:: growth opportunities* Enablers: individual:: skills*	Enablers: individual:: training & development*
Enablers: individual:: networks Enablers: individual:: team work*	Enablers: individual:: networks & team work*
Enablers: leadership:: trust Enablers: leadership:: honesty*	Enablers: leadership:: trust
Enablers: leadership:: support* Enablers: leadership:: allow failure* Enablers: leadership:: commitment*	Enablers: leadership:: support*
Enablers: organisation:: people care* Enablers: leadership:: respect* Enablers: organisation:: recognition*	Enablers: organisation:: people care*
Enablers: organisation:: reduced bureaucracy Enablers: organisation:: support services* Enablers: organisation:: systems and processes	Enablers: organisation::systems and processes

As seen in Table 5-21, the four most critical enabling factors that emerged with the highest occurrence amongst all interviewees were communication from leadership, high work ethic, networks and team work and people care.

Table 5-21: Occurrence of critical factors conducive to employee's performance after restructuring

Factors		Occurrence	%
Enablers: leadership: communication		27	17.4
Enablers: individual: high work ethic*		22	14.2
Enablers: individual: networks & team work*		18	11.6
Enablers: organisation: people care*		18	11.6
Enablers: leadership: support*		15	9.7
Enablers: individual: accountability & empowerment*		14	9.0
Enablers: leadership: trust		14	9.0
Enablers: individual: adding value		13	8.4
Enablers: individual: training & development*		8	5.2
Enablers: organisation: systems and processes		6	3.9
	Total	155	100

These four factors were further explored by extracting and analysing all their associated quotes to find commonalities that explained why they were viewed as critical by respondent to enhance their job performance.

Communication from leadership

Respondents explained that improving the communication from leadership was one of the key factors that must be considered following the restructuring of the organisation. A list of selected quotes extracted from the transcripts giving common insights from interviewees on why they viewed communication from leadership as important is presented in appendix 7.

Most respondents wanted their leadership to provide direction and a vision of the future of their organisation. Employees needed the assurance that they were focusing their efforts towards a common goal and were making a meaningful contribution that added value.

> *"I think we lack direction and we lack a future direction … if you know you've got direction you know the things that you are working on are actually going to add value in the future."*

According to employees, the restructuring was effective in streamlining the organisation to make it more efficient and competitive but a lot of people had also left research and technology and it was no longer possible to pursue all the research initiatives.

> *"We have this streamlined workforce but have we streamlined our strategy and what is it that we want to do as R&T because it feels to me still that we've chopped the number of people but all the work that we want to do has stayed the same."*

> *"… we cannot innovate everything, we don't have those resources any more to do that."*

Employees said that it was important to understand the vision of the organisation to refocus their work and also develop the necessary skills and resources for long term. Interviewees further asked for long term directions to ensure stability and continuity in their research.

> *"What focuses your efforts other than a vision. And a vision is obviously not just one thing. It needs to be short term, long term, medium term."*

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"…So then you must make sure that you focus people on the right areas and build their capability."

Strong work ethic

The next factor that was mentioned prominently by employees is what the researcher refers to strong work ethic. A list of selected quotes extracted from the transcripts giving common insights from interviewees on why they viewed strong work ethic as important is presented in appendix 7.

Research and technology employees considered that it was important for the company to develop a culture of strong work ethic. They requested higher work standards and more professionalism across the entire organisation.

> *"I think there has to be professionalism across everything you do… for me professionalism in everything that we [are] doing in terms of our delivery of projects, in terms of our delivery to our clients but sometimes I find not every aspect is as professional…if you want to be professional and you want to strive for excellence, that has to be across the board so in every aspect that I am giving you as an individual if I'm expecting you to perform, every single thing that moves into how you perform has to be professional."*

In their view, there were instances were quality of work and services was substandard and that was impacting their efficiency and performance.

> *"I mustn't have to battle with inefficiencies or substandard service when I'm being expected to be efficient and I'm expected to perform."*

Employees from research and technology liked the complexity and variety of their work and sought to be constantly challenged and to continuously do better. They also referred to aspects of competitiveness as they often liked to compare themselves to their peer.

> *"I like to have new things, to be challenged and I've always liked to see whatever I'm involved … come to realisation."*

> *"I am always nervous that I am not good enough. So that drives me always. I am constantly thinking that I need to up my game."*

Networks and team work

Respondents believed that it was important to grow and foster their networks to enable their performance and also to be innovative. First they believed that it was necessary for the organisation to leverage partnership. A list of selected quotes extracted from the transcripts that give common insights from interviewees on why they viewed networks and team work as important is presented in appendix 7.

Research and technology employees believed that building strong networks was key to drive innovation and competitiveness. According to interviewees, it is no longer possible to do research in isolation. In their view, it is important to re-establish networks outside the organisation and leverage partnership to research problems and also develop people. Employees stated that R&T could be more effective and quick in doing research by leveraging partnership outside of the organisation. There are concerns that if the company did not open and collaborate with partners, it could run the risk to remain behind some of the innovation trends.

> "…If we don't go into partnership with groups, companies overseas that is really at the forefront of innovation, we are going to struggle to catch up and be successful."

> "We can leverage ourselves better with partners. I think for a long time we had this notion of the way that we work was that we would do everything ourselves. And I think the world has changed. You will never get to new developments quick enough if you want to do everything yourself."

The whole aspect of working with people and encouraging team work was also mentioned several times during interviews. People believe that even after restructuring, the research and technology division was still operating in silo. Employees believed that innovation could be enhanced if there were platforms where research groups could work together and share their knowledge. Also employees indicated that team work should be incentivised as organisation tended to recognise exceptional individuals and somehow left those that also contributed a little undervalued. The aspect of informal socialising was also mentioned, to some extent interviewees felt that they were not taking enough time getting to know each other.

> "One of my concerns at the moment, if I look at performance management, is we don't really incentivize collaboration in team... We need to drive team performance and not individual performance. I think we reward the heroes in our culture and that's not bad, or to take away from those individuals, but it leaves other people feeling a little bit cheated or undervalued. And actually you want them all to feel great because they've solved a problem and they've done their part."

"…we still operate in silos. There is no system where we allow the diversity of inputs. The people are still just working in their own groups. We don't even have a departmental meeting per month. I would've liked to hear what other people in other groups are doing and to give comments. And that is not happening, which is very bad for the innovation."

Caring for people

Lastly the thematic analysis showed that respondents mentioned aspects referring to the theme of caring for people at numerous times. A list of selected quotes extracted from the transcripts giving common insights from interviewees on why they believed that after restructuring the company had to care about its people is presented in appendix 7.

Employees were essentially asking for more consideration from the leadership of the organisation. They felt as if there was an expectation that they would immediately adapt to the new structure, the new ways of working after the restructuring. People needed more time and support to know the systems and also re-connect with one another. Interviewees did emphasise that systems and processes were nothing without people. The restructuring of the organisation was undeniably an emotional process for employees who believed that if people were one of the company values, the organisation needed to start showing that they cared for them.

"… suddenly everything needs to be in place all at once and that's impossible because again what we are doing is we forgetting about the people, we forgetting about the people who have to follow the workflows and the processes, the people who have to understand why it now has to be done this way."

"A lot of companies are very, very successful when the people have a sense of belonging."

"Winning with people is a value. We need to feel appreciated and valued. Company must show that it care about people. Don't only say it, show it. More conversations are needed."

5.6.2 Quantitative analysis

Respondents were asked to provide their views on the level of importance of each of the 16 statements that were also used in research question one.

Table 5-22 gives the views of the respondents on each statement per increasing level of importance. Frequency tables from the descriptive analysis can be found in Appendix 7. Results show that respondents rated all the statements as being either fairly important or important making it difficult for the researcher to identify the most critical factors.

Although two major components could be extracted from factor analysis (appendix 7), it was not possible to identify a common theme to the associated statements. In addition, the researcher felt that details needed for the comparison with the results from the thematic analysis could be lost by merging all statements into two major constructs.

The researcher rather opted to identify the statements that scored the highest based on the amount of occurrence of the criteria "important" used in the Likert scale.

As seen in Table 5-22, although 14 out of the 16 statements were scored "important" by 50% of the respondents, more than 70% of respondents rated the following statements as being important for them after the restructuring:

- The tools and systems that I use in my day to day work function properly
- I feel valued and appreciated
- I have a clear understanding of my role and responsibilities in the organisation
- I believe that my organisation is treating its employees fairly

Table 5-22: rating of statements per level of importance

	Important	fairly important	Overall Importance*
The tools and systems that I use in my day to day work function properly	71.1	21.6	92.7
I feel valued and appreciated	71.1	19.6	90.7
I have a clear understanding of my role and responsibilities in the organisation	70.1	19.6	89.7
I believe that my organisation is treating its employees fairly	70.1	21.6	91.7
I have all the skills to deliver on my job	69.1	22.7	91.8
I have trust in the leadership of my organisation	68.0	19.6	87.6
I am satisfied with my Job	67.7	22.9	90.6
the information on matters that are Important to me is communicated openly in my organisation	62.9	27.8	90.7

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there is an emphasis on work quality	59.8	29.9	89.7
the strategy of my organisation is shared with me clearly and openly	58.8	28.9	87.7
I am involved in the decisions that affect my work	55.7	30.9	86.6
I have opportunities for learning and development	54.2	34.4	88.6
the information that I get in my organisation is up to date	54.2	32.3	86.5
I am more empowered to make decisions	53.6	28.9	82.5
I still believe that there is a great network of knowledge in my organisation that I can tap in	45.4	38.1	83.5
I have access to a network of knowledge outside of my organisation	29.9	40.2	70.1

* Sum of important and fairly important percentages

5.6.3   Summary of findings of research question three

The research findings from the thematic analysis identified four critical factors that needed attention from leadership to enhance the job performance of R&T employees after the restructuring: communication from leadership, strong work ethic, networks and team work and people care.

First employees needed leadership to share their vision of the future of the organisation. They felt that since restructuring, R&T did not have the capacity to pursue as much research initiatives as before and they needed future directions to re-focus their efforts towards a common goal and also to develop the necessary skills and resources for long term. Second, employees believed that the company should ensure that strong work ethic, such as higher work standards and more professionalism, was applied across the entire organisation to promote efficiency and competitiveness. Third, employees still believed that the organisation was working in silos after the restructuring and they felt that the company should incentivise team work and develop internal and external networks such as partnership to accelerate innovation and knowledge development. Fourth, employees believed that the organisation needed to start showing that they cared for them. After restructuring, they needed more time and support to know the new systems and ways of working and re-connect with one another.

The principal component analysis could not extract any dominant constructs within the 16 questions items and identify the critical factors for respondents to enhance their job

performance. Respondents scored predominantly statements either "important" or "fairly important". 14 out of the 16 statements were scored "important" by 50% of the respondents. More than 70% of respondents rated the following statements as being important for them after the restructuring:

- The tools and systems that I use in my day to day work function properly
- I feel valued and appreciated
- I have a clear understanding of my role and responsibilities in the organisation
- I believe that my organisation is treating its employees fairly

5.7   Description of results for research question four

In this section, the results obtained for research question three were further examined to determine if there were differences amongst organisational groups in the way they viewed variables as being critical to enhance their job performance. The fourth research question is as follow:

"Are there differences in the view of different organisational groups of the variables that enhance their job performance?"

5.7.1   Transcript thematic analysis

Atlas.ti was used to conduct a code analysis and to count the difference in quotes for the key variables identified in Table 5-22 between employees in management and non-management role categories.

Table 5-23 and Table 5-24 present the most critical factors to enhance job performance for employees in management and non-management role categories respectively.

It is difficult to identify critical factors in each role category. They are all within comparable level of occurrence. If percentage occurrences are considered, the three most important factors that were deemed to be important by managers to enhance their job performance after the restructuring of the organisation were people care, communication and networks and team work. On the other hand, employees in a non-management role category felt that following restructuring, it was now important for the organisation to enhance communication, promote high work ethic and foster trust in

leadership. Leadership communication was the only factors that had a high occurrence for both role categories.

Table 5-23: most critical factors to enhance job performance for employees in a management role

Factor	Occurrence	%
Enablers: organisation: people care*	14	15.2
Enablers: leadership: communication	13	14.1
Enablers: individual: networks & team work*	13	14.1
Enablers: leadership: support*	11	12.0
Enablers: individual: accountability & empowerment*	10	10.9
Enablers: individual: high work ethic*	10	10.9
Enablers: individual: adding value	7	7.6
Enablers: leadership: trust	7	7.6
Enablers: organisation: systems and processes	4	4.3
Enablers: individual: training & development*	3	3.3
Total	92	100

Table 5-24: most critical factors to enhance job performance for employees in a non-management role

Factors	Occurrence	%
Enablers: leadership: communication	14	22.2
Enablers: individual: high work ethic*	12	19.0
Enablers: leadership: trust	7	11.1
Enablers: individual: adding value	6	9.5
Enablers: individual: networks & team work*	5	7.9
Enablers: individual: training & development*	5	7.9
Enablers: individual: accountability & empowerment*	4	6.3
Enablers: leadership: support*	4	6.3
Enablers: organisation: people care*	4	6.3
Enablers: organisation: systems and processes	2	3.2
Total	63	100

5.7.2 Quantitative analysis

As mentioned in section 5.6.2, respondents who were asked to provide their views on the level of importance of 16 statements for job enhancement significantly rated all the statement as being either fairly important or important making it difficult for the researcher to identify the most critical ones.

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We performed descriptive statistics and studied differences between respondents in managerial and non-managerial role in the way they scored each statement by focusing on the occurrence of the criteria "important".

As seen in Table 5-25Table 5-25, respondents in management seemed to place more importance on factors such as being empowered to make decision, having a clear understanding of their role and responsibilities in the organisation and having the strategy being shared openly and clearly.

With less than 10% difference it was important for both role categories that leadership openly communicate information that matters to them (9%) and that is up to date (8.5%). However, it must be noted that managers viewed communication on strategy as being more important to them in comparison to non-managers at 23% difference.

Respondents in non-managerial role seem to place more importance on aspect such as opportunities for learning and development and work quality. 63% of non-managers viewed putting emphasis on work quality as an important criteria in comparison to 44% of managers.

There were no statistical significances in the differences observed between the importance of scores allocated by respondents in managerial and non-managerial role categories. Appendix 8 presents the results of the independent samples t-tests conducted for the 16 statements.

Table 5-25: rating of statements for the criteria "important" between respondents in managerial and non-managerial roles

	Criteria "Important"		
	Manage-ment (%)	Non-manage-ment (%)	Δ(%)
I am more empowered to make decisions	77.8	48.1	29.7
I have a clear understanding of my role and responsibilities in the organisation	88.9	65.8	23.1
the tools and systems that I use in my day to day work function properly	72.2	70.9	1.3
I have all the skills to deliver on my job	72.2	68.4	3.8

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I have opportunities for learning and development	41.2	57	15.8
I still believe that there is a great network of knowledge in my organisation that I can tap in	38.9	46.8	7.9
I have access to a network of knowledge outside of my organisation	33.3	29.1	4.2
the information that I get in my organisation is up to date	61.1	52.6	8.5
the information on matters that are Important to me is communicated openly in my organisation	55.6	64.6	9.0
the strategy of my organisation is shared with me clearly and openly	77.8	54.4	23.4
I am involved in the decisions that affect my work	55.6	55.7	0.1
I feel valued and appreciated	72.2	70.9	1.3
there is an emphasis on work quality	44.4	63.3	18.9
I believe that my organisation is treating its employees fairly	72.2	69.6	2.6
I have trust in the leadership of my organisation	72.2	67.1	5.1
I am satisfied with my Job	72.2	66.7	5.5

5.7.3 Summary of findings for research question four

Results obtained for research question three were further examined to determine if there were differences between managers and non-managers in the way they viewed the critical factors that would enhance their work performance after restructuring.

The thematic analysis showed that people care, communication and networks and team work were the three most important factors that were deemed important by managers. Non-managers felt that it was important for the organisation to enhance communication, promote high work ethic and foster trust in leadership.

Findings from the descriptive statistics indicated that managers seemed to place more importance on factors such as being empowered to make decisions, having a clear understanding of their role and responsibilities in the organisation and having the strategy being shared openly and clearly. Managers also viewed communication on strategy as being more important to them in comparison to non-managers at 23% difference. On the other hand, non-managers considered more important aspects such as opportunities for learning and development and work quality.

Independent samples t-tests found no statistical significances in the differences observed between importance of scores allocated by respondents in managerial and non-managerial role categories.

5.8 Description of results for research question five

This section presents the results obtained from the quantitative analyses performed on the data collected with the aim of providing insights on the following research question:

"Do employees believe the change management process in their organisation was aligned to Kotter eight stage model?"

5.8.1 Quantitative analysis

Respondents were asked to give their views on the change management process in their organisation by answering a list of 8 statements formulated from Kotter eight stage model.

Descriptive analysis was performed for each of the statement and findings are summarised in Table 5-26. Frequency tables can be found in appendix 9. 74.5% of respondents were in agreement that they were convinced that the restructuring plan was critical for the organisation. This statement was rated with the highest level of agreement compared to the others which were all rated between 22 to 45%. As seen in Table 5-26, respondents were predominantly in disagreement with other statements with responses in the range of 50% disagreement. Also 44.7% of respondents were in agreement that since the new structure was in place they did see some level of improvements.

While considering the third stage of Kotter's model for transforming organisation, more than 50% of respondents were in disagreement with the idea that after the company restructuring, they had a clear vision of what their organisation wanted to be.

Table 5-26: views of respondents on the change management process in their organisation as per Kotter eight stage model

	In disagree-ment	?	In agree-ment
1. When my company announced a restructuring plan, I was successfully convinced that changing our organisation was critical.	18.1	7.4	74.5
2. After my company restructuring, there is a strong and committed "team" to lead the change effort in my organisation.	50.0	24.5	25.5
3. This team is empowered to change my organisation.	48.9	26.6	24.5
4. After my company restructuring, I have a clear vision of what my organisation wants to be.	51.1	14.9	34.0
5. The vision and strategies for achieving it are appropriately communicated to me (correct vehicles)	58.5	14.9	26.6
6. The systems or structure in place are conducive to achieve the required change in my organisation	48.9	31.9	19.2
7. I have already seen some organisational improvements since the new restructuring is in place	37.2	18.1	44.7
8. I am encouraged and feel safe to take risks and to have non-traditional ideas and actions	58.5	19.1	22.4

The researcher used the opportunity of the in-depth interviews to get some insights on statement one (Table 5-26) and asked interviewees if they believed that the company restructuring was necessary and why. A list of selected quotes extracted from the transcripts that explain why a majority of respondents believed that the restructuring of the organisation was necessary is presented in appendix 9.

In the view of respondents, it was necessary to restructure the organisation which became top heavy over the years. There were too many management layers and not enough personnel to perform the work.

"Yes, yes, definitely… we were getting to a point where we had a common saying of too many chiefs and too little Indians. So we had very little in my view of the workforce and the worker bees."

"I think it was. I don't think the structure was very healthy the way it was. I guess I can only speak for my area, but it was very "top heavy", I would think the structure should be more like a pyramid, and instead it felt like it was an "upside down pyramid".

In the view of employees, it was important to reduce costs to remain sustainable in the future.

"They basically did it for cost-saving and to allow for sustainable growth in the future."

"I guess there were things which had to be addressed in terms of cost reduction…I think it was not sustainable to carry on the way we were we would eventually put ourselves out of business".

Finally, there were a lot of inefficiencies within the structure of the organisation that became slow to respond to the changing business environment.

"I think it's obviously to optimise our workforce and streamline our company… improve performance… be faster in responding to the changing business environment in which we work."

"We had so many boards and management structures that the whole organisation just became slow and overweight."

Respondents were also requested to give their views on the importance of 8 statements formulated from Kotter eight stage model. Frequency tables for each statement can also be found in Appendix 9. As seen in Table 5-27, results clearly show that respondents significantly scored aspects of Kotter eight stage model as being either "fairly important" or "important". All stages of Kotter eight stage model were scored as overly important by more than 80% of respondents.

It is interesting to note that with 93.7% overall importance, it was most critical for respondents to have a clear vision of what their organisation wanted to be. The findings from the descriptive statistics therefore indicate that employees did relate to Kotter eight stage model.

Table 5-27: views of respondents on the importance of aspects of Kotter eight stage model

		Impor-tant	Fairly impor-tant	Overall impor-tance*
1.	When my company announced a restructuring plan, I was successfully convinced that changing our organisation was critical.	44.2	41.1	85.3
2.	After my company restructuring, there is a strong and committed "team" to lead the change effort in my organisation.	50.5	33.7	84.2
3.	This team is empowered to change my organisation.	47.4	35.8	83.2
4.	After my company restructuring, I have a clear vision of what my organisation wants to be.	62.8	30.9	93.7
5.	The vision and strategies for achieving it are appropriately communicated to me (correct vehicles)	52.6	34.7	87.3
6.	The systems or structure in place are conducive to achieve the required change in my organisation	45.3	38.9	84.2
7.	I have already seen some organisational improvements since the new restructuring is in place	42.1	42.1	84.2
8.	I am encouraged and feel safe to take risks and to have non-traditional ideas and actions	50.5	35.8	86.3

* Sum of important and fairly important percentages

5.8.2 Summary of findings for research question five

When asked if their company's change management was following Kotter eight stage model, research findings indicated that employees were in most agreement with the first stage of Kotter 8 stage model. 74.5% of respondents were convinced that the restructuring plan was critical for the organisation. However, they were only 22 to 45% in agreement that the other stages were being done successfully.

Employees rated all stages of Kotter eight stage model as being generally important by more than 80% with stages relating to the communication and understanding of the vision of the organisation scoring the highest. These results showed that R&T employees associated to Kotter eight stage model.

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5.9 Description of results for research question six

This section presents the results obtained from the quantitative analyse performed on the data collected with the survey questionnaire with the aim of providing insights on the following research question:

> "Do employees relate initiatives of the change management process in their organisation to Theory E or Theory O with respect to the downsizing process executed in Research and Technology?"

5.9.1 Quantitative analysis

Respondents were asked to answer five questions that related to the five following dimensions of change: goals, leadership, focus, process and reward system. Respondents could choose between answers associated to Theory E: change based on economic value, Theory O: change based on organisational capability or both.

The researcher performed descriptive analysis and looked at the frequencies and percentage of the responses for each of the five questions.   The results are summarised in Table 5-28. Frequency tables from the descriptive analysis can also be found in Appendix 10.

Results show that respondents predominantly associated to Theory E change strategies for all dimensions of change. More than 54% of respondents viewed that the goal of the organisation was to only maximise shareholder value compared to 2% who viewed it to only develop organisational capacity and 43% who viewed it as both. The leadership style and change management processes were also viewed by employees as Theory E hard approaches. 81.3% of employees said that the change was managed from top down rather than encouraging participation bottom-up only. Similarly, 70% of respondents considered that the change management process followed planned and established programs rather than experimenting and evolving as it went along. Although 30% of employees felt it was both, nearly 60% of respondents believed that the focus of their organisation was on systems and processes rather than building the culture and changing behaviours (10.3%).

Table 5-28: views from respondents on how the change process in their organisation relates to Theory and Theory O.

The goal of my organisation is to…	Theory	%
Maximise shareholder value	E	54.6
Develop organisational capabilities	O	2.1
Both	E&O	43.3
Total		100.0

The leadership of my organisation…	Theory	%
Manage change from the top down	E	81.3
Encourage participation from the bottom up	O	5.2
Both	E&O	13.5
Total		100.0

The focus of my organisation is to…	Theory	%
Emphasize structure and systems	E	58.8
Build up corporate culture: employees' behaviour and attitudes	O	10.3
Both	E&O	30.9
Total		100.0

The change process in my organisation is to…	Theory	%
Plan and establish programs	E	71.1
Experiment and evolve	O	12.4
Both	E&O	16.5
Total		100.0

The reward system is to…	Theory	%
Motivate through financial incentives	E	49.0
Motivate through commitment – use pay as fair exchange	O	32.3
Both	E&O	18.8
Total		100.0

5.9.2 Summary of findings for research question six

The study found that R&T employees related initiatives of the change management process in their organisation to Theory E change strategies.

Employees viewed the leadership style and change management processes in their organisation as Theory E hard approaches. Employees felt that the change was managed from top down and believed that the focus of their organisation was on systems and processes rather than building the culture and changing behaviour.

Chapter 6   Discussion of Results

6.1   Introduction

This chapter provides a discussion of the research findings presented in Chapter Five in relation to the objectives and research questions of the study. The interpretation of the results will be related to the literature reviewed in Chapter Two.

This discussion aims to first establish the most critical variables that, following restructuring, have negatively affected the intellectual and creative efforts of knowledge workers and to subsequently identify a set of remedies and interventions for senior management to successfully drive the change within their organisation. A framework is finally proposed for senior management and HR practitioners to successfully lead change and transform learning organisations.

6.2   Critical variables impacting the job performance of knowledge workers after restructuring

With the aim to answer the first research objective by understanding and identifying the key factors that negatively impacted the job performance of knowledge workers in the research and technology division of the organisation, the following research questions one and two were studied:

> **Research question 1:** *which non-financial variables are seen by employees as negatively impacting their job performance following a downsizing exercise?*

> **Research question 2:** *are there differences in the view of different organisational groups of the variables that negatively impact their job performance?*

6.2.1   Discussion of research questions one and two

The findings from the analysis of the transcripts of in-depth interviews have shown that the key factors that were negatively impacting the performance of research and technology knowledge workers were the systems and processes created from the new structure, the change management during and after the restructuring of the organisation and finally the current resource capacity.

On the other hand, the principal component analysis of the results from the survey questionnaire has shown that respondents' views could be grouped into four dominant constructs: people management, communication and trust, job performance enablers and access to information and networks. People management, communication and trust were however identified as being the most critical for knowledge workers.

A parallel can then be drawn between the results from the two collection methods since some of the negative aspects associated with change management explained by interviewees (qualitative) also related to people management and communication and trust (quantitative).

Communicate the vision and strategy of the organisation

The research findings clearly showed that both role categories identified aspects of change management as most negatively impacting their job performance. Specifically, more than 60% of the respondents disagreed that since the restructuring of the organisation the strategy was shared and communicated to them clearly and openly. This links to concerns expressed by interviewees with regards to change management. A majority of employees said that after the restructuring of the organisation there was a lack of communication from leadership on their vision for the company. Vision is critical in driving change management as it helps clarify the direction in which an organisation needs to move, without vision a transformation effort can quickly result in a list of incompatible initiatives that can take the organisation in the wrong direction (Kotter, 2007). In this research study, employees were uncertain on the way forward and also deeply concerned that the organisation could go back to the "old ways of doing things" and that it would fail to make the change sustainable. People wanted the leadership of their organisation to provide some directions and share their vision on the way forward. Communicating a confident vision of the future of the organisation helps create confidence and involvement of the workforce (Kowske & Lundby, 2009). Furthermore, test for differences showed that managers disagreed significantly more than non-managers with the fact that since restructuring the strategy was shared with them clearly and openly. It was not only important for managers to clearly understand the vision and strategy of their company for the planning of the work and resourcing of their teams but also to motivate their direct reports by showing what a bright organisational future means to them. This further highlights the importance of this finding for leadership, being able to communicate the vision and the strategy of the organisation

after the restructuring can rally senior management and drive the workforce towards common goals.

Serious damages to institutional trust can occur when restructuring is experienced negatively by employees (Marais & Hofmeyr, 2013). In this research, more than 60% of respondents disagreed that since restructuring they had trust in the leadership of their organisation. Although the difference was not found to be statistically significant, it appeared that employees in non-management considered that their trust in leadership was more negatively impacted from the restructuring at 68% in comparison to 47% for managers. From the factor analysis it was evident that respondents viewed leadership trust and communicating the vision and strategy as part of the same construct. It is known from researchers that leadership can foster trust by sharing confidential information with their employees and by committing to communicate everything all the time (Appelbaum & Everard, 1999).

Caring for people

During the restructuring and downsizing of the organisation, the change management also lacked of people care. Descriptive statistics showed that both role categories disagreed by more than 50% that since restructuring they felt valued and appreciated. If management is expected to treat employees fairly and provide acceptable work conditions, downsizing often results in a perceived breach of the psychological contract by employees (Datta & Guthrie, 2010). In-depth interviews revealed that change management failed to deal with people anxiety due to uncertainties with the process. According to employees, the restructuring process created panic and because people feared of losing their jobs, they applied or accepted positions that were not necessary best for them. The failure from the change management process to effectively address these matters during the restructuring has ultimately impacted the morale and engagement of employees and created a lot of negativity amongst survivors towards the leadership of the organisation. Organisational downsizing is unfortunately known by researcher to decrease employees' motivation as well as organisational commitment and involvement (Gandolfi & Hanson, 2011). According to knowledge workers, the change management should have placed more emphasis on people and give them the necessary time and support to comprehend the change sought by the organisation.

Empowered accountability

Also related to the construct of people management, descriptive statistics showed that both managers and non-managers disagreed by more than 64% on the fact that since restructuring they were empowered to make decisions. On the other hand, the thematic analysis of the interview transcripts indicated that it was employees in a managerial role category that viewed empowered accountability as the most critical factor negatively impacting their job at 27.6% occurrence versus 5.6%. According to managers, accountabilities haven't been clearly defined and communicated to individuals after restructuring. In their view, individual accountability was taken away in favour of systems and processes because people were scared of making mistakes and holding one another accountable.

Managers felt disempowered and believed that the new structure and systems in place had negatively impacted their autonomy and freedom to test ideas and to decide how they could best add value and develop their teams. This links more towards the relational approach of empowerment defined in literature as managerial activities and practices that give employees authority (Ergeneli & Ari, 2007).

Managers were concerned that due to the lack of accountability and empowerment, the organisation had become worst at making decisions and this was hampering research efficiency and innovation.

In light of the above, it is clear that change management in the form of communicating the vision and strategy as well as caring for people should be considered as factors that are most negatively impacting the job performance of knowledge workers considering the fact that these factors were all strongly identified by both data collection methods.

Although similarities could not be drawn between the thematic and descriptive analyses, the researcher believes that it is important to discuss the factors of resource capacity and systems and processes which were also clearly identified by employees in non-managerial role category as negatively impacting their job performance.

Resource capacity

Non managers explained that the restructuring of their organisation had negatively impacted the resource capacity of research and technology in three ways: the increased work load for individuals, the loss of knowledge and the loss of networks.

Employees argued that although some of their colleagues had left the organisation, the same volume of work had to be done which created stress and frustration. People were even more concerned that this matter was not discussed and addressed by management. Research has shown that a significant reduction in employees can result in considerable damage on the organisation memory and its capacity to innovate (Cascio, 2005). In our study, people were concerned that the constraint on resource capacity could ultimately compromise the aptitude of the organisation to effectively develop and explore opportunities. According to Schmitt & Borzillo (2011), the effectiveness and productivity of a firm is often weakened after downsizing from the loss of valuable institutional knowledge and individuals. R&T knowledge workers also believed that since restructuring there has been a great loss of knowledge. People with experience and expertise left and continued leaving the organisation without knowledge being transferred. According to respondents this has impacted the efficiency and capability of R&T as it now took longer to get things done. Relationship and collaboration of individuals within the social networks of a learning organisation are important to create knowledge and learning (Cascio, 2005). In this study, the efficiency of the organisation was also found to be impacted from the loss of networks. According to knowledge workers before restructuring it was easier and quicker to get the work done as they knew who to contact when they needed help or information. People who could help and knew well their jobs have either left or moved within the organisation.

The systems and processes

The study found that restructuring resulted in unforeseen consequences with regards to systems and processes. The innovation and creativity of the teams were said to be impacted by procurement errors and delays. Knowledge workers explained that the procurement of goods and services was now made through a centralised system with which administrators were not necessary competent with and often did not understand the research business environment. Knowledge workers were concerned that by having a standard procurement system and applying strict requirements similar to a commercial production (permits and modifications), the organisation was ultimately taking away the necessary agility and speed needed by a research division.

6.3 Critical remedies and interventions to enhance the job performance of knowledge workers after restructuring

With the aim of answering the second research objective by identifying a set of remedies and interventions for leadership to successfully drive the change in their organisation, the following research questions three to six were studied:

Research question 3: *which non-financial variables are seen by employees as being critical to enhance their job performance?*

Research question 4: *are there differences in the view of different organisational groups of the variables that enhance their job performance?*

Research question 5: *do employees believe the change management process in their organisation was aligned to Kotter eight stage model?*

Research question 6: *do employees relate initiatives of the change management process in their organisation to Theory E or Theory O with respect to the downsizing process executed in Research and Technology?*

6.3.1 Discussion of research questions three to six

The research has shown that three major themes were common to the findings of the qualitative and quantitative analysis. Knowledge workers viewed communicating the vision of change, people care and strong work ethic across the entire organisation as the most critical factors for them to be efficient and innovative in their job.

Although not identified as critically important by both qualitative and quantitative analyses, the factor of networks and team work is also discussed in the subsequent section as it was highlighted at numerous times during interviews.

Communicating the vision of the change

While considering the third stage of Kotter's model for transforming organisation, more than 50% of respondents were in disagreement with the idea that after the company restructuring, they had a clear vision of what their organisation wanted to be. Creating and communicating a vision are two critical stages of Kotter 8 stage model for transforming an organisation. According to Kotter's research (2007), to make a transformation successful the company needs to create a vision to direct the change effort and also develop strategies for realising that vision. The company needs also to

use all possible vehicles to communicate the vision. Research showed that after restructuring, respondents wanted more communication from the organisation. Although not statistically different, descriptive statistics indicated that for both role categories, with less than 10% difference, it was important that leadership openly communicate information that matters to them and that was up to date. However, it appeared that managers viewed communication on strategy as being more important to them in comparison to non-managers with 23% difference. In interviews, employees specifically stated their need from leadership to share their vision of the future of the organisation and to provide directions. Employees explained that understanding the company vision was important for them for mainly two reasons. First they needed the assurance that they were focusing their efforts towards a common goal and that they were adding value. Second, employees believed that it was necessary to refocus the research efforts and also develop the necessary skills and resources for long term. In their view, after restructuring R&T had no longer the capacity to pursue the same amount of research initiatives as before.

Overall, while comparing the change management process of the organisation with Kotter eight stage model, the results showed that the company had been very successful in establishing the sense of urgency for the change but the remaining of the eight stages were rated poorly. According to Kotter (2007), achieving this first stage is very hard but essential to get the transformation started as it requires the cooperation of many individuals. More than 74% of respondents were therefore convinced that the restructuring of the organisation was critical but only 22 to 45% were in agreement that the other stages were being done successfully.

Employees rated all stages of Kotter eight stage model as being generally important by more than 80%. In particular they rated stages that spoke to the understanding and communication of the vision amongst the highest. This indicates that employees associated to Kotter eight stage model which could be used by the organisation to drive the change. Our research findings showed that leadership should direct their immediate efforts on the early stages of the model and ensure that a simple vision of the future of the organisation is clearly communicated to employees in light of their clear expectations on this matter.

Caring for people

Descriptive statistics showed that more than 70% of respondents considered that it was important that the organisation treated them fairly and that they felt valued and appreciated. These two aspects that speak to the concept of caring for people were mentioned at numerous times during interviews. The restructuring of the organisation was undeniably an emotional process for employees who believed that if people were one of the company values, the organisation needed to start showing that they care for them. It is known from literature that if after restructuring, a company cares for the knowledge and development of its personnel it does not only up skill employees to fulfil their new role but also improves the organisation's overall productivity and enhance morale and job commitment (Nadeem, 2010). Unsurprisingly, the research also showed that up to now, the change management during the restructuring of the organisation was mainly perceived by knowledge workers to have followed Theory E change strategies. In Theory E strategies, change is driven in the form of economic incentives, layoff and company downsizing (Beer & Nohria, 2000). More than 54% of employees believed that the goal of the organisation was to only maximise shareholder value compared to 2% who thought it was to only develop organisational capacity and 43% who though it was both. The leadership style and change management processes were also viewed by employees as Theory E hard approaches with 80% and 70% respectively. R&T employees felt as if there was an expectation from the organisation that after the restructuring they would immediately adapt to the new structure and processes implemented. According to Erikson and Roloff (2007), the Perceived Organisational Support (POS) from employees influences their organisational commitment and willingness to work hard. People requested more consideration and support from their leadership for them to learn the new ways of working and also re-connect with one another. Beer and Nohria (2000) research has shown that Theory E (Economic value) and O (Organisation capability) should be combined and sequenced to build a sustainable company that can thrive over the years. In this study, the research findings also supported combining Theory E & O whereby R&T leadership should set direction from the top and engage with the people below while focusing simultaneously on the hard (systems) and the soft (corporate culture). Interviewees emphasised that systems and processes were nothing without people.

Strong work ethic across the entire organisation

Research and technology employees considered that it was important for the company to drive a culture where people have strong work ethic. Most employees believed that their performance would enhance if high standards and professionalism were driven

across the entire organisation. Engagement of the work force can be re-gained after restructuring by institutionalising Quality Assurance (QA) together with Total Quality Management (TQM) strategies as it was shown that the degradation of quality contributes to demoralising the workforce (Kowske and Lundby, 2009). According to R&T knowledge workers there were instances where quality of work and services were substandard and were impacting their efficiency and performance. More than 70% of employees viewed that it was important for the tools and systems that they used in their day to day work to function properly. The importance of work quality and strong work ethic was found to be more pronounced amongst employees in a non-management role category. Although the difference was not statistically significant, 63% of non-managers considered that putting the emphasis on work quality was important criteria in comparison to 44% of managers. Employees from research and technology liked the complexity and diversity of their work environment; they referred to aspects of competitiveness as they often liked to compare themselves to their peers and believed that one should have strong work ethic by being constantly challenged and continuously doing better in their job.

Networks and team work

Although not identified as a matter of urgency by both qualitative and quantitative analyses, the importance of networks and team work was highlighted at numerous times during interviews.

Employees were concerned that their company could remain behind some of the innovation trends if it did not open and collaborate more with partners. They believed that building strong networks was an important driver for innovation and competitiveness. In their view, it was no longer efficient to work in isolation, and establishing strong networks outside the organisation could leverage partnership to research problems and develop people.

The study found that employees strongly felt that leadership should encourage and incentivise team work. Knowledge workers believed that after restructuring, the research and technology division was still operating in silo and that innovation could be enhanced if there were platforms where research groups could work together and share their knowledge. Encouraging diverse teams to work together on research initiatives and establishing platforms where knowledge and learning can be shared would stimulate the development of collaborating networks and nourish the "innovation

DNA" of the organisation (Aalbers and Dolfsma, 2014). In addition, learning organisations that innovate and grow have social networks in which relationships and collaboration among individuals create knowledge (Cascio, 2005). The aspect of informal socialising was also mentioned as interviewees felt that they were not taking enough time to get to know each other.

6.4 Framework for leaders leading change in learning organisations

Based on the findings of the research study presented in sections 6.2 and 6.3, a framework is proposed in Figure 6-1 to assist human resources practitioners and leaders of large learning organisations in their efforts to drive change amongst knowledge workers.

The framework includes some pertinent findings from this research and builds on Kotter eight stage model (Kotter, 2007) and the combined Theory E&O of change proposed by Beer and Nohria (2000).

The research has shown that knowledge workers associate well with Kotter eight stage model mainly because three stages out of eight speak to creating the vision, communicating the vision and strategies and empowering others to act on the vision. The research indicated that these three stages were rated as being the most important by knowledge workers. Beer and Nohria (2000) research has shown that Theory E and O change strategies should be combined if the goal of the company is to build a sustainable company that can thrive over the years. As seen in Figure 6-1, the researcher therefore propose that the restructuring of the organisation should be planned and implemented by taking into account Kotter 8 stage model together with the combined Theory E & O change strategies which form the foundation of the framework to enable the performance of knowledge workers and ensure a sustainable restructuring.

In this framework, the creativity and innovation of knowledge workers from a learning organisation, in particular research and development is enabled by five factors: (1) understanding the vision of the change, (2) ensuring relational and cognitive empowerment, (3) preserving the "innovation DNA", (4) having strong work ethics across the entire organisation and (5) developing systems and processes that are agile and efficient.

(1) Communicating the vision of the future of the organisation was found to be the most critical factor to enhance the job performance of knowledge workers during the restructuring of an organisation. The communication efforts on the vision of the change by leadership was not only identified as being insufficient after the restructuring and therefore impacting the creativity and innovation of knowledge workers but was also strongly needed by both management and non-management role categories. The understanding of the long term vision of their company matters a lot for knowledge workers in a research environment that changes rapidly and continuously. Knowledge workers want to see that they can have a bright future in their organisation. As they seek to continuously learn and grow their knowledge and skills, knowledge workers need to know that they can do so in such a manner that they remain relevant for the long term. Knowledge workers also want to see that their contribution is adding value towards a common goal. While considering their role within the organisation, it appeared that it was even more important for managers to clearly understand the strategies developed for achieving the vision of the company. Managers in a research environment need to plan, organise and develop their teams to deliver projects that will achieve the vision of the organisation and ensure its competitiveness and sustainability.   The framework set to achieve the above by combining methods and recommendations from Kotter's model stage three and four together with recommendations given by the combined Theory E & O for the two dimensions of change: goal and leadership.

(2) Empowerment is also a factor that has been strongly emphasised by knowledge workers in this study. Once they understand the vision and strategy, knowledge workers want to be empowered to deliver and want to be given the freedom to decide on how they will achieve their objective. Leadership should not only use the relational approach to empowerment by giving authority and rights from managerial activities and practices but also use the cognitive approach by expressing their confidence in their employees and giving them opportunities to contribute to decision making. Recommendation given by Kotter (2007) for stage five should also be considered to foster empowerment of knowledge workers.

(3) In this study, knowledge workers referred to the loss of skilled and knowledgeable employees and the loss of networks within the organisation as a result of restructuring. Aalbers and Dolfsma (2014) refer to the "innovation DNA" of the organisation. While making restructuring and downsizing decision, leaders should not only consider the knowledge and capabilities of individuals but also understand and preserve the

networks of collaborating people. Individuals who are well connected will continue to innovate even within smaller groups (Aalbers and Dolfsma, 2014). In this study, knowledge workers further believed that innovation could be enhanced by building external networks and leveraging partnerships to research problems and develop people.

(4) It was also found that knowledge workers considered that it was important for leaders to develop a culture of strong work ethic. They believed that their performance would enhance if high standards and professionalism were driven across the entire organisation. As mentioned earlier, strategies that support the institutionalisation of work quality assist in gaining the commitment of employees after restructuring.

(5) Knowledge workers also needed systems and processes that are efficient and agile to enable them in a work environment that is fast and continuously changing. According to knowledge workers, leadership should ensure that the systems created from restructuring do not take away accountability and empowerment from people. The combined theory E & O strategy proposed that leaders driving change should balance their focus between building systems and processes and developing a corporate culture which is supportive of the change as mentioned in the earlier point on developing culture of strong work ethic.

Finally, knowledge workers reminded that the work asset of a learning organisation is the people and it is therefore important that restructuring programmes are designed such that together with the change management process they look after the human capital of the organisation. The framework was then developed from the study and identification of non-financial variables that are considered by knowledge workers as critical to enhance their efficiency and creativity. Central to it is the concept that besides financial variables, restructuring programmes for learning organisations also needed to consider non-financial variables in order to preserve sustainable results.

Figure 6-1: framework for leaders leading change in learning organisation
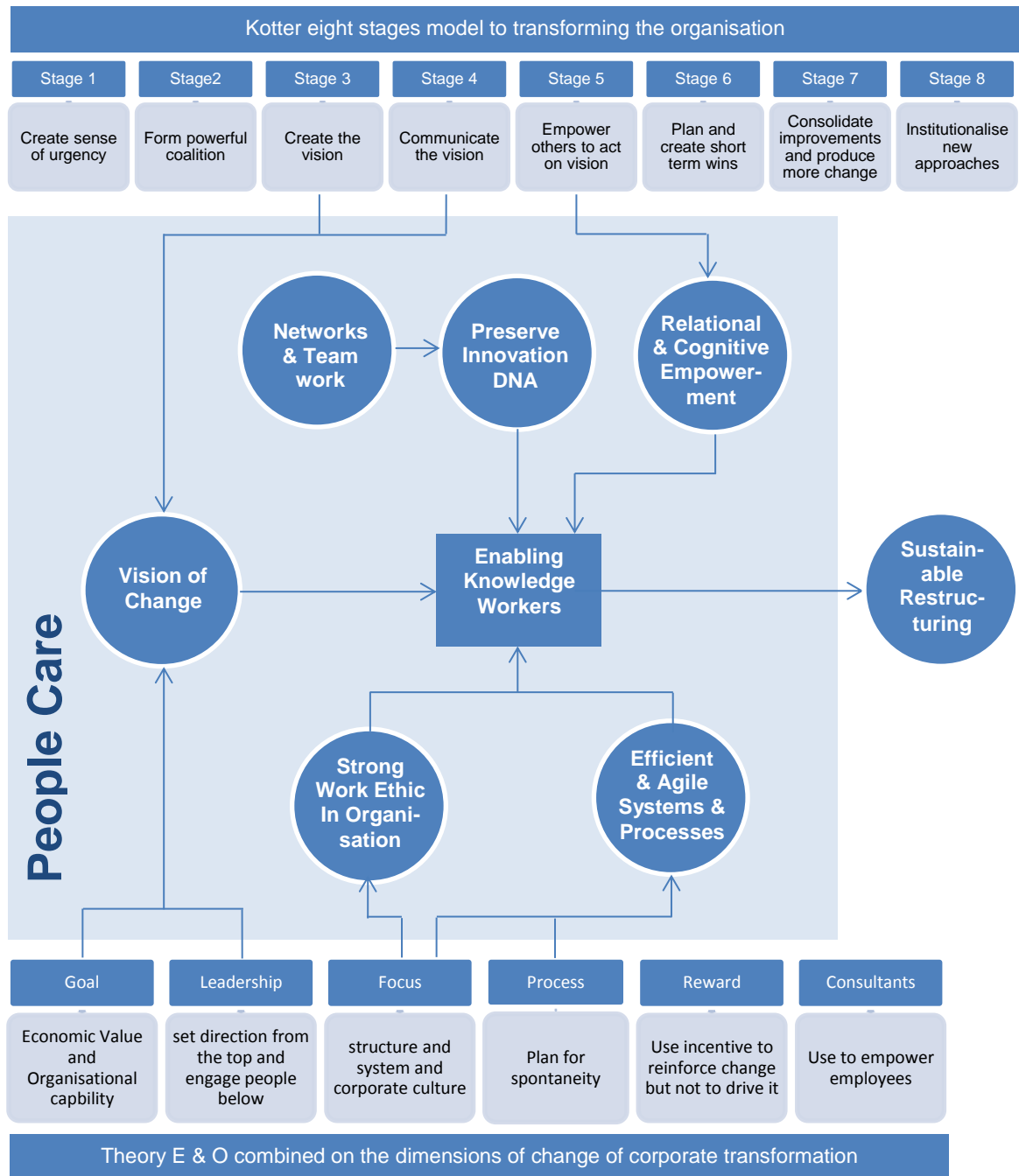
6.5   Summary of chapter six

With the aim to answer our first research objective, we studied similarities between the findings from the qualitative and quantitative analysis for research questions one and two and identified the following three key factors that negatively impacted the job performance of knowledge workers in the research and technology division of the

organisation: (1) communicating the vision of change, (2) caring for people and (3) empowered accountability.

Communication and caring for people related to aspect of change management. Both managers and non-managers complained that since restructuring, the vision of the future of the company was not clearly communicated to them by their leadership. Test for differences however indicated that managers disagreed significantly more than non-managers with the fact that since restructuring the strategy was shared with them clearly and openly.

The research also showed that change management did not place sufficient emphasis on people and ultimately impacted their morale and engagement while creating a lot of negativity amongst survivors towards the leadership of the organisation.

Knowledge workers, and in particular managers, viewed empowered accountability as another factor negatively impacting their job performance. They felt disempowered and believed that the new structure and systems in place had negatively impacted their autonomy and freedom to test ideas and to decide how they could best add value and develop their teams.

Although not found to be as much critical by both collection methods, constraint on the resource capacity of R&T due to the loss of knowledge and networks together with the inefficiencies of systems and processes created after restructuring were also mentioned to have negatively impacted the job performance of knowledge workers.

With the aim to answer our second research objective, we studied similarities between the findings from the qualitative and quantitative analysis for research question three to six and identified the following three key remedies and interventions to enhance the job performance of knowledge workers after restructuring: (1) communicating the vision of change, (2) people care and (3) strong work ethic across the entire organisation.

Knowledge workers wanted more communication from their leadership on their vision of the future of the organisation for them to direct their efforts towards common goals and also develop the necessary skills and resources for the long term. The research found that knowledge workers associated well with Kotter

eight stage model which then could be used by the company to drive change and transform the organisation.

Change management was mainly perceived by employees to have followed Theory E change strategies driven in the form of economic incentives. A large majority of knowledge workers stated the need for the organisation to start caring for them and the importance for to be treated fairly and to feel valued and appreciated. Employees requested more consideration and support from their leadership for them to learn the new ways of working and also re-connect with one another.

It was also found important for the company to create a culture where people have strong work ethic where high work standards and professionalism are driven across the entire organisation including the design and implementation of the tools and systems that are used in the day to day work. The research found that creating a work environment which is challenging, complex and competitive is also conducive to higher work performance of knowledge workers.

Although not identified as a matter of urgency by both qualitative and quantitative analyses, Knowledge workers highlighted the importance of networks and team work as enablers to their work performance.

In this chapter, a framework was also proposed (Figure 6-1) to assist leaders of large learning organisations in their efforts to drive change amongst knowledge workers. The foundation of the framework is based on Kotter eight stage model and the combined Theory E&O change strategy. In this framework, the creativity and innovation of knowledge workers from a learning organisation is enabled by five key factors: (1) understanding the vision of the change, (2) ensuring relational and cognitive empowerment, (3) preserving the "innovation DNA", (4) having strong work ethics across the entire organisation and (5) developing systems and processes that are agile and efficient.

Chapter 7   Conclusion and recommendations

7.1   Introduction

In this Chapter we draw conclusions on the research objectives from the findings of Chapter 5 and discussion provided in Chapter 6. The Chapter presents a summary of the purpose of the study, the principal research findings followed by some recommendations to organisations and for future academic research.

7.2   Summary of the research findings

In dynamic and turbulent markets, organisational restructuring is a crucial corporate process for firms to retain their competitive advantage. Global competitiveness pressure and economic downturn have caused companies to scrutinise their cost structure and use employment downsizing as a predominant management strategy for organisational restructuring.

The problem with organisational restructuring and downsizing is that it is a short term solution to adapt to the current business environment and the outcomes are usually evaluated from financial performance, which if improved is often difficult to sustain (Hanson, 2015). Despite of organisational downsizing having profound personal and professional consequences on employees that negatively impact the dynamic and culture of the organisation (Datta & Guthrie, 2010), little focus is placed on measuring the health of non-financial and organisational variables that are prone to reveal if the restructuring of the company will ensure "sustainable" performance.

This research was motivated in light of the little evidence from literature regarding the overall success of organisational downsizing when assessed from non-financial perspective (Hanson, 2015) and also the little research on learning organisations that strongly rely on the creativity and innovation of their knowledge workers to remain competitive and sustainable into the future. The research aimed at understanding which individual and organisational non-financial variables, post downsizing, were critical to evaluate and improve to ensure that the short term benefits obtained from restructuring the organisation are sustainable.

7.2.1 Critical factors impacting the job performance of knowledge workers after restructuring

The research findings indicated that following restructuring, aspects of change management such as communication and caring for people were two prominent factors impacting Research and Technology knowledge workers' creativity and innovation.

Both managers and non-managers complained that since restructuring, the vision of the future of the company was not clearly communicated to them by their leadership. Test for differences clearly indicated that managers disagreed significantly more than non-managers with the fact that since restructuring the strategy was shared with them clearly and openly. Employees believed that understanding the vision and strategy of their organisation was not only important for them to know that they had a bright future in the organisation but also to focus their work and career development for the long-term. Knowledge workers also wanted the assurance that their company was moving forward and would sustain the change and not go back to the "old ways of doing things". The research also showed that institutional trust was more negatively impacted amongst non-managers since restructuring. Trust in leadership together with lack of leadership communication could also be grouped within the same construct, an association which is often described in literature.

The research also showed that change management was lacking of people care and failed to deal with the anxiety created from the uncertainties brought by the restructuring. R&T employees did not feel valued and appreciated. Change management ultimately impacted the morale and engagement of employees and created a lot of negativity amongst survivors towards the leadership of the organisation. Employees also believed that they did not get the necessary time and support to comprehend the change sought by the organisation.

In addition to communication and people care, knowledge workers viewed empowered accountability as another factor impacting their job performance. Managers in particular felt disempowered and believed that the new structure and systems in place had negatively impacted their autonomy and freedom to test ideas and to decide how they could best add value and develop their team. In their view, the systems and processes took away their accountability; it made the organisation worst at making decisions and was hampering the research efficiency and innovation.

Although not deemed as critical as the above mentioned factors, the study also found that the resource capacity and systems and processes that resulted from restructuring also impacted the job performance of knowledge workers. Employees believed that the loss of knowledge and networks following restructuring had placed constraints on the resource capacity of the Research and Technology division and could compromise the aptitude of the organisation to effectively develop and explore opportunities if not addressed carefully. In the new structure the procurement of goods and services was now centralised, this resulted in a lot of errors and delays as its administrators were not necessary competent with the new system and often did not understand the research and development business environment. Employees were concerned that by having a standard procurement system and applying strict requirements similar to a commercial production (permits and modifications), the organisation was ultimately taking away the necessary agility and speed needed by a research environment.

7.2.2 Critical remedies and interventions to enhance the job performance of knowledge workers after restructuring

The research findings identified that communicating the vision of the change, caring for people and ensuring strong work ethic across the entire organisation could be used as critical interventions to enhance the job performance of knowledge workers after restructuring.

Research showed that after restructuring, knowledge workers wanted more communication from the organisation on information that matters to them and that was up to date. If communication on strategy was found to be more important for managers, overall, knowledge workers needed their leadership to share their vision of the future of the organisation in order for them to focus their efforts towards common goals and also develop the necessary skills and resources for the long term. The research found that knowledge workers associated well with Kotter eight stage model which then could be used by the company to drive change and transform the organisation. While comparing the change management process of the organisation with Kotter eight stage model, the results confirmed the necessity for the company to now focus on the next logical steps of the model and communicate their vision of the change to their employees. The company was very successful in establishing the sense of urgency for the change but knowledge workers clearly expressed their need to now understand the vision as they rated this stage of the model with the highest level of importance.

The research findings indicated that up to now, change management was mainly perceived by employees to have followed Theory E change strategies whereby change is driven in the form of economic incentives. With a large majority, knowledge workers stated the importance for them to be treated fairly and to feel valued and appreciated. They mentioned that if people were one of the company values, the organisation needed to start showing that it care for them. People requested more consideration and support from their leadership for them to learn the new ways of working and also re-connect with one another. While this study found that the current leadership style and change management processes were viewed by employees as Theory E hard approaches, literature suggested that sustainable companies are built from combining Theory E & O whereby R&T leadership should set direction from the top and engage with the people below while focusing simultaneously on the hard (systems) and the soft (corporate culture). In the opinion of R&T knowledge workers systems and processes were nothing without people.

Finally, research and technology knowledge workers considered that it was important for the company to create a culture where people have strong work ethic with high work standards and professionalism being driven across the entire organisation. It is known that degradation of work quality contributes to demoralising the workforce and in the view of knowledge workers there were instances where quality of work and services were substandard and were impacting their efficiency and performance. A majority of R&T employees also requested the tools and systems that they used in their day to day work to function properly. The research found that creating a work environment which is challenging, complex and competitive is conducive to higher work performance of knowledge workers.

Although not identified as a matter of urgency the importance of networks and team work was highlighted by knowledge workers as a job performance enabler. They believed that building strong networks and leveraging partnerships outside of the organisation to research problems and develop people was an important driver for innovation and competitiveness. Employees believed that after restructuring, the research and technology division was still operating in silo and that innovation could be further enhanced if there were platforms where research groups could work together and share their knowledge.

7.3   Recommendations

7.3.1   Recommendations to organisations

In light of the research findings, the researcher developed a framework to assist leaders of large learning organisations in driving their change effort.

The framework is based on the concept that in order to show sustainable improvement and competitiveness, the success of restructuring learning organisations should not only be measured from financial performance but also from how well knowledge workers have been enabled to deliver on their job. Learning organisations' competitiveness depends on the wellbeing and performance of knowledge workers capital and it is important that, while restructuring the organisation, these aspects are taken into account to mitigate the well documented negative consequences from restructuring on people.

Central to the framework is the idea of enabling the job performance of knowledge workers to sustain the performance of learning organisation in the future. The foundation of the framework is based on Kotter eight stage model and the combined Theory E&O. The framework draw links between Kotter's and Theory E&O change models and five key factors identified by knowledge workers to enable their performance at work after restructuring: (1) understanding the vision of the change, (2) ensuring relational and cognitive empowerment, (3) preserving the "innovation DNA", (4) having strong work ethics across the entire organisation and (5) developing systems and processes that are agile and efficient.

The framework is recommended to leaders, who wish to restructure a large learning organisation, for the design and implementation of their program or to leaders leading a learning organisation post-restructuring in order to re-gain the commitment of their employees.

7.3.2   Recommendations for future academic research

The limitation of this research is that it is based on only one learning organisation which recently went through a large scale restructuring involving the lay-off of employees. The framework developed in this research should be tested and eventually refined with knowledge workers from other learning organisations that are going through a restructuring effort.

This framework could also be evaluated with small learning organisations to determine if the same key factors apply. Similarly, there could be value in conducting a similar study with a production environment and comparing the difference with a research and development environment.

Finally, the suitability of the proposed framework must ultimately be assessed with a longitudinal study to ensure that if applied, it delivers results.

7.4 Conclusion

This chapter presented a summary of the findings of the research which aimed at identifying the key individual and organisational non-financial variables that were negatively impacting the job performance of knowledge workers after restructuring and also to further determine a set of interventions for the management of learning organisations. From these findings, a framework was developed and recommended to leaders of large learning organisations to assist them with the design and implementation of their transformation effort. Recommendations were also proposed for future academic work.

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Appendix 1: Ethical clearance

Herewith a copy of the ethical clearance received for this research study.

Gordon Institute of Business Science
University of Pretoria

Dear Dr Cedric Charpenteau

Protocol Number: **Temp 2016-01323**

Title: **Application for MBA research ethical clearance**

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

Adele Bekker

Appendix 2: Covering letter and interview questionnaire

Email Covering letter

Dear …,

I am studying towards a Master's Degree of Business Administration at the University of Pretoria (GIBS).

I am conducting a final year research project to identify the key individual and organisational factors that, following the restructuring and downsizing of an organisation, are negatively impacting the intellectual and creative efforts of knowledge workers.

I also aim to further identify a set of remedies and interventions needed by those employees to ensure that the short term financial benefits obtained from restructuring the organisation remain sustainable.

You have been randomly selected among the list of Research & Technology employees to take part in an individual interview and obtain your views on the matter above. The interview should take between 45 to 60 minutes.

Please be ensured that all information provided by you during the interview will be kept confidential and anonymous. No information will be reported on an individual basis.

Your participation in this research is voluntary and I would greatly appreciate if you could please let me know of your interest by **…** I will then make an appointment with you for the interview.

In advance, I thank you for your participation.

Kind regards,

Cedric

"IN-DEPTH" INDIVIDUAL INTERVIEW – Consent form

Dear colleague,

I am conducting research to identify the key individual and organisational variables that, following downsizing, are negatively impacting the intellectual and creative efforts of knowledge workers. I also aim to further identify a set of remedies and interventions needed by those employees to ensure that the short term financial benefits obtained from restructuring the organisation remain sustainable.

You have been randomly selected to take part in an individual interview and obtain your views on the matter above. Your participation in this research is voluntary. Please be ensured that all data collected during the interview will be kept confidential.

Questions asked during interview:

1. Do you know why the restructuring programme was rolled-out in the organisation?
2. Do you believe that company restructuring was necessary? Why?
3. In your opinion has the organisation improved following its restructuring? In which way?
4. Can you please tell how the restructuring programme has changed your way of working?
5. What motivates you to continuously be efficient and innovative in your job?
6. Which aspects of your organisation are critical for you to be efficient and innovative in your job?
7. What do you need from the leadership of your organisation for you to be efficient and innovative in your job?
8. In your opinion what is currently missing for you to be efficient and innovative in your job?

Signature of participant:_____Date_____

Signature of researcher:_____Date_____

Appendix 3: Survey research questionnaire

Welcome to My Survey

Dear colleague,

I am conducting research to identify the key individual and organisational variables that, following downsizing, are negatively impacting the intellectual and creative efforts of knowledge workers. I also aim to further identify a set of remedies and interventions needed by those employees to ensure that the short term financial benefits obtained from restructuring the organisation remain sustainable.

You are invited to take part in a survey to gain insights on the matter above. The survey should not take more than 10 minutes.

Your participation in this research is voluntary. Please be ensured that all data collected will be kept confidential. By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Cedric Charpenteau
Email: Cedric.charpenteau@sasol.com
Phone: 0169604512

Professor Karl Hofmeyr
The University of Pretoria's
Gordon Institute of Business Science
Email: hofmeyrk@gibs.co.za
Phone: 0117714125

1. What is your age?

◯ 29 or younger

◯ 30 to 39

◯ 40 to 49

◯ 50 to 59

◯ 60 or older

2. What is your gender?

◯ Female

◯ Male

3. Are you in a management role?

◯ Yes

◯ No

4. How many years of service do you have at Sasol?

◯ Less than 5 years

◯ 5 to 10 years

◯ 11 to 20 years

◯ more than 20 years

5. Since your company restructuring please indicate how much you agree with the following statements:

	Agree	Tend to agree	?	Tend to disagree	Disagree
Since my company restructuring, I am more empowered to make decision	○	○	○	○	○
Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	○	○	○	○	○
Since my company restructuring, the tools and systems that I use in my day to day work function properly	○	○	○	○	○
Since my company restructuring, I have all the skills to deliver on my job	○	○	○	○	○
Since my company restructuring, I have opportunities for learning and development	○	○	○	○	○
Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	○	○	○	○	○
Since my company restructuring, I have access to a network of knowledge outside of my organisation	○	○	○	○	○
Since my company restructuring, the information that I get in my organisation is up to date	○	○	○	○	○
Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	○	○	○	○	○

	Agree	Tend to agree	?	Tend to disagree	Disagree
Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	◯	◯	◯	◯	◯
Since my company restructuring, I am involved in the decision that affect my work	◯	◯	◯	◯	◯
Since my company restructuring, I feel valued and appreciated	◯	◯	◯	◯	◯
Since my company restructuring, there is an emphasis on work quality	◯	◯	◯	◯	◯
Since my company restructuring, I believe that my organisation is treating its employees fairly	◯	◯	◯	◯	◯
Since my company restructuring, I have trust in the leadership of my organisation	◯	◯	◯	◯	◯
Since my company restructuring, I am satisfied with my Job	◯	◯	◯	◯	◯

6. Please indicate how important are the following aspects for you to perform in your day to day work

	Not important	Slightly important	?	Fairly important	Important
Since my company restructuring, I am more empowered to make decision	◯	◯	◯	◯	◯
Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	◯	◯	◯	◯	◯
Since my company restructuring, the tools and systems that I use in my day to day work function properly	◯	◯	◯	◯	◯
Since my company restructuring, I have all the skills to deliver on my job	◯	◯	◯	◯	◯

	Not important	Slightly important	?	Fairly important	Important
Since my company restructuring, I have opportunities for learning and development	○	○	○	○	○
Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	○	○	○	○	○
Since my company restructuring, I have access to a network of knowledge outside of my organisation	○	○	○	○	○
Since my company restructuring, the information that I get in my organisation is up to date	○	○	○	○	○
Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	○	○	○	○	○
Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	○	○	○	○	○
Since my company restructuring, I am involved in the decision that affect my work	○	○	○	○	○
Since my company restructuring, I feel valued and appreciated	○	○	○	○	○
Since my company restructuring, there is an emphasis on work quality	○	○	○	○	○
Since my company restructuring, I believe that my organisation is treating its employees fairly	○	○	○	○	○

	Not important	Slightly important	?	Fairly important	Important
Since my company restructuring, I have trust in the leadership of my organisation	◯	◯	◯	◯	◯
Since my company restructuring, I am satisfied with my Job	◯	◯	◯	◯	◯

7. The goal of my organisation is to…

- ◯ Maximise shareholder value
- ◯ Develop organisational capabilities
- ◯ Both

8. The leadership of my organisation…

- ◯ Manage change from the top down
- ◯ Encourage participation from the bottom up
- ◯ Both

9. The focus of my organisation is…

- ◯ Emphasize structure and systems
- ◯ Build up corporate culture: employees' behaviour and attitudes
- ◯ Both

10. The change process in my organisation is…

- ◯ Plan and establish programs
- ◯ Experiment and evolve
- ◯ Both

11. The reward system is to…

- ◯ Motivate through financial incentives
- ◯ Motivate through commitment – use pay as fair exchange
- ◯ Both

12. Please indicate how much you agree with the following statements:

	Agree	Tend to agree	?	Tend to disagree	Disagree
When my company announced a restructuring plan, I was successfully convinced that changing our organisation was critical.	○	○	○	○	○
After my company restructuring, there is a strong and committed "team" to lead the change effort in my organisation.	○	○	○	○	○
This team is empowered to change my organisation.	○	○	○	○	○
After my company restructuring, I have a clear vision of what my organisation wants to be.	○	○	○	○	○
The vision and strategies for achieving it are appropriately communicated to me (correct vehicles).	○	○	○	○	○
The systems or structure in place are conducive to achieve the required change in my organisation	○	○	○	○	○
I have already seen some organisational improvements since the new restructuring is in place	○	○	○	○	○
I am encouraged and feel safe to take risks and to have non-traditional ideas and actions.	○	○	○	○	○

13. Please indicate how important these statements are to you:

	Not important	Slightly important	?	Fairly important	Very important
When my company announced a restructuring plan, I was successfully convinced that changing our organisation was critical.	○	○	○	○	○
After my company restructuring, there is a strong and committed "team" to lead the change effort in my organisation.	○	○	○	○	○
This team is empowered to change my organisation.	○	○	○	○	○
After my company restructuring, I have a clear vision of what my organisation wants to be.	○	○	○	○	○
The vision and strategies for achieving it are appropriately communicated to me (correct vehicles).	○	○	○	○	○
The systems or structure in place are conducive to achieve the required change in my organisation	○	○	○	○	○
I have already seen some organisational improvements since the new restructuring is in place	○	○	○	○	○
I am encouraged and feel safe to take risks and to have non-traditional ideas and actions.	○	○	○	○	○

14. Please provide any additional comments you may have on how your organisation should improve to enable you to better deliver in your job

[ ]

Appendix 4: Coding schemes for qualitative analysis

Initial coding Scheme

DISABLERS	Enablers:: organisation: focus*
Disablers: individual:: growth opportunities*	Enablers:: organisation: lower cost
Disablers: individual:: insufficient skills	Enablers:: organisation: new structure
Disablers: individual:: lost networks	Enablers:: organisation: people care*
Disablers: individual:: motivation*	Enablers:: organisation: professionalism*
Disablers: individual:: no accountability	Enablers:: organisation: recognition*
Disablers: individual:: no empowerment	Enablers:: organisation: reduced bureaucracy
Disablers: individual:: no freedom*	Enablers:: organisation: support services*
Disablers: individual:: no training & development*	Enablers:: organisation: systems and processes
Disablers: individual:: work load*	establish programs
Disablers: organisation:: change management*	KOTTER 8 STAGE
Disablers: organisation:: no long term	Kotter: clear vision:: NO
Disablers: organisation:: no strategy	Kotter: clear vision:: YES
Disablers: organisation:: no trust	Kotter: comunicate vision and strategy:: NO
Disablers: organisation:: no vision	Kotter: comunicate vision and strategy:: YES
Disablers: organisation:: people care*	Kotter: empowered team:: NO
Disablers: organisation:: silos*	Kotter: empowered team:: YES
Disablers: organisation:: bureaucracy	Kotter: feel safe to take risks and challenge
Disablers: organisation:: lost knowledge*	statusQuo:: NO
Disablers: organisation:: no loyalty	Kotter: feel safe to take risks and challenge
Disablers: organisation:: resources*	statusQuo::YES
Disablers: organisation:: structure	Kotter: planning for short term win:: NO
Disablers: organisation:: support services*	Kotter: planning for short term win:: YES
Disablers: organisation:: systems and processes	Kotter: R&T restructuring necessary:: NO
ENABLERS	Kotter: R&T restructuring necessary:: YES
Enablers: competition*	Kotter: restructuring necessary:: NO
Enablers: implementation of ideas*	Kotter: restructuring necessary: YES
Enablers: individual:: accountability	Kotter: strong and commited team:: NO
Enablers: individual: adding value	Kotter: strong and commited team:: YES
Enablers: individual:: being challenged*	Kotter: systems and processes conducive to
Enablers: individual:: communication	change:: NO
Enablers: individual:: empowerment	Kotter: systems and processes conducive to
Enablers: individual:: freedom*	change:: YES
Enablers: individual:: growth opportunities*	Management:: no
Enablers: individual:: high work standard*	management:: yes
Enablers: individual:: networks	REASON FOR RESTRUCTURING
Enablers: individual:: personal pride*	Reason for restructuring: accountability
Enablers: individual:: role clarity*	Reason for restructuring: cost cutting
Enablers: individual: self motivation*	Reason for restructuring: don't know
Enablers: individual:: skills*	Reason for restructuring: faster decision making
Enablers: individual:: working with people*	Reason for restructuring: improve Efficiency
Enablers: leadership:: trust	Reason for restructuring: know
Enablers: leadership:: vision	Reason for restructuring: more focus*
Enablers: leadership:: allow failure*	Reason for restructuring: silos*
Enablers: leadership:: commitment*	Reason for restructuring: simpler operating model
Enablers: leadership:: company strategy	Reason for restructuring: sustainability*
Enablers: leadership:: honesty*	Reason for restructuring: top heavy
Enablers: leadership:: respect*	
Enablers: leadership:: support*	
Enablers: leadership:: visible*	
Enablers: organisation:: efficiency*	

Final coding scheme after code occurrence analysis and merging

DISABLERS Disablers: individual:: accountability & Empowerment* Disablers: individual:: training & development* Disablers: organisation:: change management* Disablers: organisation:: resource capacity* Disablers: organisation:: structure Disablers: organisation:: systems and processes ENABLERS Enablers: individual:: accountability & empowerment* Enablers: individual:: adding value Enablers: individual:: high work ethic* Enablers: individual:: networks & team work* Enablers: individual:: training & development* Enablers: leadership:: trust Enablers: leadership:: communication Enablers: leadership:: support* Enablers: organisation:: people care* Enablers: organisation:: systems and processes KOTTER 8 STAGE Kotter: clear vision:: NO Kotter: clear vision:: YES Kotter: comunicate vision and strategy:: NO Kotter: comunicate vision and strategy:: YES Kotter: empowered team:: NO Kotter: empowered team:: YES Kotter: feel safe to take risks and challenge statusQuo:: NO Kotter: feel safe to take risks and challenge statusQuo:: YES	Kotter: planning for short term win:: NO Kotter: planning for short term win:: YES Kotter: R&T restructuring necessary:: NO Kotter: R&T restructuring necessary:: YES Kotter: restructuring necessary:: NO Kotter: restructuring necessary:: YES Kotter: strong and commited team:: NO Kotter: strong and commited team:: YES Kotter: systems and processes conducive to change:: NO Kotter: systems and processes conducive to change:: YES management:: no management:: yes REASON FOR RESTRUCTURING Reason for restructuring: accountability Reason for restructuring: cost cutting Reason for restructuring: don't know Reason for restructuring: faster decision making Reason for restructuring: improve Efficiency Reason for restructuring: know Reason for restructuring: more focus* Reason for restructuring: silos* Reason for restructuring: simpler operating model Reason for restructuring: sustainability* Reason for restructuring: top heavy

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Appendix 5: Research question one

Selected quotes for the negative aspect of systems and processes

Inefficiency of procurement system
… previously you could have done your commercial activities in your business unit… Now it is driven from shared services...   *… you have got buyers … they have no clue of the background of your business. So it is always this forward and backward of this specific request and you will see the final impact is again the person that wants the service.*   *People say what used to take a day – I used to go home and have an idea and come back the next day and say, I am going to try this. I go to Shoprite, buy the stuff, come and try it. Now it takes me three months to get that stuff, I just don't do it. So we have completely stifled that ...*   *… that ability for people with instant gratification just to do it and go for it… everything just takes long, so that satisfaction is completely removed.*   *And if you look at the whole process and just be able to do a small modification on a piece of equipment, in the past it took you a week, now it takes you months.*   *So all of those things are where X [company] is struggling to find a balance, and especially if you look at R&D the fact that they are forcing us to implement all the systems that are applicable to a commercial operation, they are forcing us to actually implement all those systems on our R&D environment where you have much smaller equipment, the risk is significantly lower.*   *Yes and persons using them [systems] are not necessarily as competent as they need to be.*   *"You place an order with the buyer who doesn't have technical knowledge of what it is that you want, so for them A and B look the same. On paper B is cheaper let's go for that whereas you know there's some specific nuances … something gets ordered and because it's the wrong thing you've got to go through the whole process all over again."*
The increase of bureaucracy
It is for me a complete overload of admin, to be honest... if you just look at reporting back to business, a lot of duplication is happening.   *… so I'm asking myself the question why do we have to do so much of the reporting, we don't see any feedback from it.*   *…we've restructured but I still see the same …you know some of the problems which were there before [bureaucracy] … the whole commercial procedure just doesn't seem to have kept pace … there's been a lot of changes and a lot of streamlining but unless everything is working together as a well-oiled machine, all the different parts I almost see it's going to lead to burnout in some areas...*
Cumbersome Governance
… I need to go through an approval system to get access to information…just sometimes money is approved but then you have to go through a whole process to get the money actually spent and I can't do that directly.   *If I am found to be abusing the system, hold me accountable, don't make everybody that travels after me go through 20 checks now because I was a dishonest employee … but we don't necessarily update the system.*   *It could be that we are not able to manage our people when they deviate, when they spend money where they shouldn't. We take away their ability to spend money, that's the wrong remedy. The right remedy is*

> *to say, you are spending the money on the wrong thing and deal with the person.*
>
> *… the approach to the project is not flexible …for some small project it creates unnecessary bureaucratic burden. We don't really have a shortcut you know to proceed faster with small things or we don't have a shortcut to proceed fast with urgent projects … we still have to go through many unnecessary steps.*

Selected quotes for the negative aspect of change management

Communicate the change
Very ineffective communication up to the change, then the change happened and then I think that the change management part, which should have kicked into high gear then, effectively evaporated. *The change management was exceptionally slow in X [company]… there was no change management after the change… it is like "push – go" and that was absolutely the time where we needed to step up and even get more intense and more on top of what does the structure mean and how we are supposed to operate. We assumed that it would work automatically.* *There is not a clear mission [for R&T] for me… So are we just going to go back to how things were, or are we going to sustain the improvement and the gain that we've got.* *I don't feel like the leadership had a clear vision of what and where we are going from here on. … I'm seeing the effects of people leaving and the way they approach things now and I'm worried that that is going to hurt us in the future. The message I get is that leadership is a bit oblivious to that.* *…we [are] struggling [with change management] … the principles [that] have been established I think are good, I agree with probably all of them but they just haven't been implemented and it's almost as though I get the feeling sometimes that we just waiting for it to fail so that we can revert back to what we knew.* *… do we have a risk of going back to the old way of doing things … are we going to make the changes stick... Shifting our behaviour and culture I think remains a big challenge … the dust is still settling … and is it sustainable for me is one of the concerns.*
People care
The company failed to deal with the negative energy that was sort of created by the restructuring… it [the restructuring] has affected the morale. People are negative with the whole process. At the end of the day it is all about people and team. *… a lot of people are now feeling they are not necessary in the position they wanted. This [the restructuring] created fear, so they were looking to secure a job. They were looking at where they stood a better chance, not necessarily where they could add the most value… It was not made clear how many people the company wants to keep and let go. Some people never applied for jobs in their life.* *You should consider yourself lucky to have a job.* *… we've never allowed people time to go through that process of you know anger and denial and all of that and come to an acceptance… and we expected the people to automatically just go from one to the other without actually taking into cognizance that these are humans and they need the time to actually accept change and understand the change.* *…a lot of low morale and negativity… For the business [it is] an improvement to be able to continue and remain sustainable but for the people a very painful experience. There are still bruises. People were affected by being transferred due to positions not being available anymore or demoted. They lost authority and accountability, It is very demotivating.* *Most companies in the world that are successful aren't successful because they have an iron fist running the company. You need a human side to things.* *…I think people are despondent, disengaged and discouraged. That is the negative for me.*

> *For the people it is not nice. It affected their morale… for R&T the company should have perhaps been more patient. Because you invest in your people, you train [them] and you let them go, it does not make sense.*
>
> *Management needs to support the people as much as they can. It is not a culture of people at present.*

Selected quotes for the negative aspect of resource capacity

Increased work load

> *… we did not think [about] the people who were left behind, it just feels to me like the workload got a lot more.*
>
> *It is now post restructuring basically, and your workload has increased, how many fold I don't know, but you are definitely pulling weight for somebody else… that it is a thing that we are not talking about.*
>
> *Sometimes you do realise where to focus and you just cannot do it… because you just don't have the resources for that.*
>
> *The immediate effect was [that] it increased my workload immensely … That led to longer hours. It was a big adjustment for me with more stress. I had to reassess the way I did things and manage it, because it is not sustainable. You can't just keep on increasing your workload, hours and everything… I evaluated whether it is worth it and eventually moved to another group.*

Loss of knowledge

> *… the significant negative is the experience that we have lost. So the whole restructuring forced a lot of people out of their positions, people that were not considering early retirement suddenly were in a way forced to consider … it [knowledge] wasn't properly transferred to the next layer of people coming or taking over."*
>
> *I think we've lost a lot of high caliber employees and I think we're still losing people.*
>
> *…one way restructuring caused some loss of the highly skilled people in our R&D and I see it as a negative effect of the restructuring".*
>
> *We have lost skills through the restructuring program. People that knew are gone.*

Loss of networks

> *… the persons using them [the systems] not necessarily as competent as they need to be. No one can help you anymore. You have to rebuild networks and get to know new people.*
>
> *Knowing who to phone … who's the guy in the financial side who can help me … those things are important, it helps the processes more …. that actually did not improve… we take longer to do anything.*
>
> *You have to go through a number of people to get something simple done… You can't rely on your previous networks because people have left or been moved… The new people don't know what is happening.*

Descriptive statistics: Frequency Tables

Q4.1: Since my company restructuring, I am more empowered to make decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	21	21.6	21.6	21.6

		Frequency	Percent	Valid Percent	Cumulative Percent
	Tend to disagree	42	43.3	43.3	64.9
	?	15	15.5	15.5	80.4
	Tend to Agree	11	11.3	11.3	91.8
	Agree	8	8.2	8.2	100.0
	Total	97	100.0	100.0	

Q4.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	11.3	11.3	11.3
	Tend to disagree	23	23.7	23.7	35.1
	?	7	7.2	7.2	42.3
	Tend to Agree	39	40.2	40.2	82.5
	Agree	17	17.5	17.5	100.0
	Total	97	100.0	100.0	

Q4.3: Since my company restructuring, the tools and systems that I use in my day to day work function properly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	19.6	19.6	19.6
	Tend to disagree	36	37.1	37.1	56.7
	?	12	12.4	12.4	69.1
	Tend to Agree	21	21.6	21.6	90.7
	Agree	9	9.3	9.3	100.0
	Total	97	100.0	100.0	

Q4.4: Since my company restructuring, I have all the skills to deliver on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5.2	5.3	5.3
	Tend to disagree	16	16.5	16.8	22.1
	?	15	15.5	15.8	37.9
	Tend to Agree	36	37.1	37.9	75.8
	Agree	23	23.7	24.2	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q4.5: Since my company restructuring, I have opportunities for learning and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	37	38.1	38.9	38.9
	Tend to disagree	26	26.8	27.4	66.3
	?	11	11.3	11.6	77.9
	Tend to Agree	14	14.4	14.7	92.6
	Agree	7	7.2	7.4	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q4.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.1	2.1	2.1
	Tend to disagree	20	20.6	20.6	22.7
	?	16	16.5	16.5	39.2
	Tend to Agree	43	44.3	44.3	83.5
	Agree	16	16.5	16.5	100.0
	Total	97	100.0	100.0	

Q4.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	17.5	17.7	17.7
	Tend to disagree	38	39.2	39.6	57.3
	?	20	20.6	20.8	78.1
	Tend to Agree	16	16.5	16.7	94.8
	Agree	5	5.2	5.2	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q4.8: Since my company restructuring, the information that I get in my organisation is up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	13.4	13.5	13.5
	Tend to disagree	24	24.7	25.0	38.5

		Frequency	Percent	Valid Percent	Cumulative Percent
	?	18	18.6	18.8	57.3
	Tend to Agree	34	35.1	35.4	92.7
	Agree	7	7.2	7.3	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q4.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	20	20.6	20.8	20.8
	Tend to disagree	31	32.0	32.3	53.1
	?	13	13.4	13.5	66.7
	Tend to Agree	29	29.9	30.2	96.9
	Agree	3	3.1	3.1	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q4.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	31	32.0	32.6	32.6
	Tend to disagree	27	27.8	28.4	61.1
	?	7	7.2	7.4	68.4
	Tend to Agree	26	26.8	27.4	95.8
	Agree	4	4.1	4.2	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q4.11: Since my company restructuring, I am involved in the decisions that affect my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	19.6	19.6	19.6
	Tend to disagree	31	32.0	32.0	51.5
	?	18	18.6	18.6	70.1
	Tend to Agree	24	24.7	24.7	94.8

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	5	5.2	5.2	100.0
	Total	97	100.0	100.0	

Q4.12: Since my company restructuring, I feel valued and appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	28	28.9	29.2	29.2
	Tend to disagree	28	28.9	29.2	58.3
	?	21	21.6	21.9	80.2
	Tend to Agree	16	16.5	16.7	96.9
	Agree	3	3.1	3.1	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q4.13: Since my company restructuring, there is an emphasis on work quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	9.3	9.6	9.6
	Tend to disagree	9	9.3	9.6	19.1
	?	10	10.3	10.6	29.8
	Tend to Agree	49	50.5	52.1	81.9
	Agree	17	17.5	18.1	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q4.14: Since my company restructuring, I believe that my organisation is treating its employees fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	24	24.7	24.7	24.7
	Tend to disagree	30	30.9	30.9	55.7
	?	19	19.6	19.6	75.3
	Tend to Agree	21	21.6	21.6	96.9
	Agree	3	3.1	3.1	100.0
	Total	97	100.0	100.0	

Q4.15: Since my company restructuring, I have trust in the leadership of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	34	35.1	35.4	35.4
	Tend to disagree	28	28.9	29.2	64.6
	?	16	16.5	16.7	81.3
	Tend to Agree	14	14.4	14.6	95.8
	Agree	4	4.1	4.2	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q4.16: Since my company restructuring, I am satisfied with my Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	18	18.6	18.8	18.8
	Tend to disagree	21	21.6	21.9	40.6
	?	22	22.7	22.9	63.5
	Tend to Agree	27	27.8	28.1	91.7
	Agree	8	8.2	8.3	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Results of principal component analysis

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.631	35.192	35.192	5.631	35.192	35.192	3.315	20.720	20.720
2	1.613	10.084	45.276	1.613	10.084	45.276	2.308	14.425	35.146
3	1.234	7.711	52.987	1.234	7.711	52.987	2.193	13.704	48.850
4	1.169	7.308	60.295	1.169	7.308	60.295	1.831	11.445	60.295
5	.961	6.005	66.301						
6	.844	5.274	71.575						
7	.789	4.928	76.503						
8	.661	4.128	80.631						
9	.638	3.989	84.620						
10	.499	3.117	87.736						
11	.474	2.963	90.700						
12	.413	2.584	93.284						
13	.342	2.139	95.423						
14	.308	1.924	97.347						

| 15 | .225 | 1.407 | 98.754 | | | | | |
| 16 | .199 | 1.246 | 100.000 | | | | | |

Extraction Method: Principal Component Analysis.

Appendix 6: Research question two

Selected quotes for the negative aspect of accountability and empowerment for respondents in management role category

Accountability and empowerment
To me the biggest thing was the empowerment that I used to have under the whole structure disappeared completely. I cannot pursue any research without having the business units' explicit permission to do that. So that is the biggest change. *I have much less freedom to do what I want. I don't have the freedom to send my guys to any training or any conference because there are restrictions now. I have no empowerment in terms of my people's career development.* *I cannot make a decision… I have to still bounce it off a lot of people to get a decision.* *There is just no room for exploring anymore, no room for being innovative on the side, trying to test a little concept I have got in the back of my mind… So in the past at least we had a bit of freedom to look at new ideas and just for yourself just to get an answer as to whether this could potentially add value to X [company]. Now you have to go through a whole process just to be able to get to that, to start exploring those ideas.* *Have the individuals with all the necessary skills been placed in those positions because maybe that's why there is an expectation of empowered accountability but the seniors above them are not confident in that..* *… I think the organisation hasn't improved following the restructuring… they spoke a lot about accountability, right at the beginning. A single point of accountability and I still believe that hasn't been materialised or implemented successfully… I sometimes feel very much as just an admin officer… I can recommend certain decisions but the final decision doesn't lie with me.* *… a simple example like empowered accountability, what we said is we want to have a single person responsible that somebody can say this is my deliverable, I find [that] we [are] worse at making decisions these days… nobody clearly understands what is expected of them.* *… nobody is held [accountable], it's nobody's job to implement, even as a senior manager nobody tells me X [Interviewee] this is what your role is in rolling out how X [organisation] moves forward or this is your role in terms of making sure that there's good interaction between you and your team and the scientists that you will be supporting as one team when it comes to operations or something like that.* *… we are scared of making mistakes … it just seems as though people don't want to make a decision because if it's wrong then I don't want to be held accountable to the consequences.*

Results of descriptive statistics

Frequency Table for respondents in managerial role category

Q4.1: Since my company restructuring, I am more empowered to make decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	11.1	11.1	11.1
	Tend to disagree	10	55.6	55.6	66.7
	?	2	11.1	11.1	77.8
	Tend to Agree	2	11.1	11.1	88.9
	Agree	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

Q4.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	5.6	5.6	5.6
	Tend to disagree	5	27.8	27.8	33.3
	Tend to Agree	8	44.4	44.4	77.8
	Agree	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Q4.3: Since my company restructuring, the tools and systems that I use in my day to day work function properly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	27.8	27.8	27.8
	Tend to disagree	7	38.9	38.9	66.7
	?	1	5.6	5.6	72.2
	Tend to Agree	4	22.2	22.2	94.4
	Agree	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Q4.4: Since my company restructuring, I have all the skills to deliver on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tend to disagree	2	11.1	11.8	11.8
	?	3	16.7	17.6	29.4
	Tend to Agree	5	27.8	29.4	58.8
	Agree	7	38.9	41.2	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Q4.5: Since my company restructuring, I have opportunities for learning and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	27.8	27.8	27.8
	Tend to disagree	6	33.3	33.3	61.1
	?	4	22.2	22.2	83.3
	Tend to Agree	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

Q4.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tend to disagree	2	11.1	11.1	11.1
	?	1	5.6	5.6	16.7
	Tend to Agree	12	66.7	66.7	83.3
	Agree	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

Q4.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	5.6	5.9	5.9
	Tend to disagree	7	38.9	41.2	47.1
	?	5	27.8	29.4	76.5
	Tend to Agree	3	16.7	17.6	94.1
	Agree	1	5.6	5.9	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Q4.8: Since my company restructuring, the information that I get in my organisation is up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	11.1	11.1	11.1
	Tend to disagree	6	33.3	33.3	44.4
	?	2	11.1	11.1	55.6
	Tend to Agree	6	33.3	33.3	88.9
	Agree	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

Q4.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	16.7	16.7	16.7
	Tend to disagree	9	50.0	50.0	66.7
	?	2	11.1	11.1	77.8
	Tend to Agree	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Q4.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	33.3	33.3	33.3
	Tend to disagree	9	50.0	50.0	83.3
	?	1	5.6	5.6	88.9
	Tend to Agree	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

Q4.11: Since my company restructuring, I am involved in the decisions that affect my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	11.1	11.1	11.1
	Tend to disagree	3	16.7	16.7	27.8
	?	5	27.8	27.8	55.6
	Tend to Agree	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

Q4.12: Since my company restructuring, I feel valued and appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	11.1	11.1	11.1
	Tend to disagree	7	38.9	38.9	50.0
	?	7	38.9	38.9	88.9
	Tend to Agree	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

Q4.13: Since my company restructuring, there is an emphasis on work quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	5.6	5.6	5.6
	?	2	11.1	11.1	16.7
	Tend to Agree	13	72.2	72.2	88.9
	Agree	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

Q4.14: Since my company restructuring, I believe that my organisation is treating its employees fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	16.7	16.7	16.7
	Tend to disagree	5	27.8	27.8	44.4
	?	2	11.1	11.1	55.6
	Tend to Agree	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

Q4.15: Since my company restructuring, I have trust in the leadership of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	16.7	17.6	17.6
	Tend to disagree	5	27.8	29.4	47.1
	?	4	22.2	23.5	70.6
	Tend to Agree	4	22.2	23.5	94.1
	Agree	1	5.6	5.9	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Q4.16: Since my company restructuring, I am satisfied with my Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	11.1	11.1	11.1
	Tend to disagree	3	16.7	16.7	27.8
	?	6	33.3	33.3	61.1
	Tend to Agree	4	22.2	22.2	83.3
	Agree	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

Frequency Tables for respondents in non-managerial role category

Q4.1: Since my company restructuring, I am more empowered to make decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	24.1	24.1	24.1
	Tend to disagree	32	40.5	40.5	64.6
	?	13	16.5	16.5	81.0
	Tend to Agree	9	11.4	11.4	92.4
	Agree	6	7.6	7.6	100.0
	Total	79	100.0	100.0	

Q4.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	12.7	12.7	12.7
	Tend to disagree	18	22.8	22.8	35.4
	?	7	8.9	8.9	44.3
	Tend to Agree	31	39.2	39.2	83.5
	Agree	13	16.5	16.5	100.0
	Total	79	100.0	100.0	

Q4.3: Since my company restructuring, the tools and systems that I use in my day to day work function properly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	14	17.7	17.7	17.7
	Tend to disagree	29	36.7	36.7	54.4
	?	11	13.9	13.9	68.4
	Tend to Agree	17	21.5	21.5	89.9
	Agree	8	10.1	10.1	100.0
	Total	79	100.0	100.0	

Q4.4: Since my company restructuring, I have all the skills to deliver on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	6.3	6.4	6.4
	Tend to disagree	14	17.7	17.9	24.4
	?	12	15.2	15.4	39.7

		Frequency	Percent	Valid Percent	Cumulative Percent
	Tend to Agree	31	39.2	39.7	79.5
	Agree	16	20.3	20.5	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

Q4.5: Since my company restructuring, I have opportunities for learning and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	32	40.5	41.6	41.6
	Tend to disagree	20	25.3	26.0	67.5
	?	7	8.9	9.1	76.6
	Tend to Agree	11	13.9	14.3	90.9
	Agree	7	8.9	9.1	100.0
	Total	77	97.5	100.0	
Missing	System	2	2.5		
Total		79	100.0		

Q4.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.5	2.5	2.5
	Tend to disagree	18	22.8	22.8	25.3
	?	15	19.0	19.0	44.3
	Tend to Agree	31	39.2	39.2	83.5
	Agree	13	16.5	16.5	100.0
	Total	79	100.0	100.0	

Q4.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	20.3	20.3	20.3
	Tend to disagree	31	39.2	39.2	59.5
	?	15	19.0	19.0	78.5
	Tend to Agree	13	16.5	16.5	94.9
	Agree	4	5.1	5.1	100.0
	Total	79	100.0	100.0	

Q4.8: Since my company restructuring, the information that I get in my organisation is up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	13.9	14.1	14.1
	Tend to disagree	18	22.8	23.1	37.2
	?	16	20.3	20.5	57.7
	Tend to Agree	28	35.4	35.9	93.6
	Agree	5	6.3	6.4	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

Q4.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	21.5	21.8	21.8
	Tend to disagree	22	27.8	28.2	50.0
	?	11	13.9	14.1	64.1
	Tend to Agree	25	31.6	32.1	96.2
	Agree	3	3.8	3.8	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

Q4.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	25	31.6	32.5	32.5
	Tend to disagree	18	22.8	23.4	55.8
	?	6	7.6	7.8	63.6
	Tend to Agree	24	30.4	31.2	94.8
	Agree	4	5.1	5.2	100.0
	Total	77	97.5	100.0	
Missing	System	2	2.5		
Total		79	100.0		

Q4.11: Since my company restructuring, I am involved in the decisions that affect my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	21.5	21.5	21.5
	Tend to disagree	28	35.4	35.4	57.0
	?	13	16.5	16.5	73.4
	Tend to Agree	16	20.3	20.3	93.7
	Agree	5	6.3	6.3	100.0
	Total	79	100.0	100.0	

Q4.12: Since my company restructuring, I feel valued and appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	26	32.9	33.3	33.3
	Tend to disagree	21	26.6	26.9	60.3
	?	14	17.7	17.9	78.2
	Tend to Agree	14	17.7	17.9	96.2
	Agree	3	3.8	3.8	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

Q4.13: Since my company restructuring, there is an emphasis on work quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	10.1	10.5	10.5
	Tend to disagree	9	11.4	11.8	22.4
	?	8	10.1	10.5	32.9
	Tend to Agree	36	45.6	47.4	80.3
	Agree	15	19.0	19.7	100.0
	Total	76	96.2	100.0	
Missing	System	3	3.8		
Total		79	100.0		

Q4.14: Since my company restructuring, I believe that my organisation is treating its

employees fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	21	26.6	26.6	26.6
	Tend to disagree	25	31.6	31.6	58.2
	?	17	21.5	21.5	79.7

		Frequency	Percent	Valid Percent	Cumulative Percent
	Tend to Agree	13	16.5	16.5	96.2
	Agree	3	3.8	3.8	100.0
	Total	79	100.0	100.0	

Q4.15: Since my company restructuring, I have trust in the leadership of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	31	39.2	39.2	39.2
	Tend to disagree	23	29.1	29.1	68.4
	?	12	15.2	15.2	83.5
	Tend to Agree	10	12.7	12.7	96.2
	Agree	3	3.8	3.8	100.0
	Total	79	100.0	100.0	

Q4.16: Since my company restructuring, I am satisfied with my Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	20.3	20.5	20.5
	Tend to disagree	18	22.8	23.1	43.6
	?	16	20.3	20.5	64.1
	Tend to Agree	23	29.1	29.5	93.6
	Agree	5	6.3	6.4	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

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Independent sample t-tests

Group Statistics

	Q2: Are you in a management role?	N	Mean	Std. Deviation	Std. Error Mean
Q4.1: Since my company restructuring, I am more empowered to make decisions	Yes	18	1.56	1.199	.283
	No	79	1.38	1.191	.134
Q4.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	Yes	18	2.50	1.295	.305
	No	79	2.24	1.323	.149
Q4.3: Since my company restructuring, the tools and systems that I use in my day to day work function properly	Yes	18	1.39	1.290	.304
	No	79	1.70	1.275	.143
Q4.4: Since my company restructuring, I have all the skills to deliver on my job	Yes	17	3.00	1.061	.257
	No	78	2.50	1.193	.135
Q4.5: Since my company restructuring, I have opportunities for learning and development	Yes	18	1.28	1.074	.253
	No	77	1.23	1.366	.156
Q4.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	Yes	18	2.89	.832	.196
	No	79	2.44	1.095	.123
Q4.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation	Yes	17	1.76	1.033	.250
	No	79	1.47	1.142	.128
Q4.8: Since my company restructuring, the information that I get in my organisation is up to date	Yes	18	2.00	1.283	.302
	No	78	1.97	1.195	.135
Q4.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	Yes	18	1.39	1.037	.244
	No	78	1.68	1.243	.141
Q4.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	Yes	18	.94	.938	.221
	No	77	1.53	1.363	.155
Q4.11: Since my company restructuring, I am involved in the decisions that affect my work	Yes	18	2.06	1.056	.249
	No	79	1.54	1.217	.137
Q4.12: Since my company restructuring, I feel valued and appreciated	Yes	18	1.50	.857	.202
	No	78	1.32	1.222	.138
Q4.13: Since my company restructuring, there is an emphasis on work quality	Yes	18	2.83	.857	.202
	No	76	2.54	1.238	.142
Q4.14: Since my company restructuring, I believe that my organisation is treating its employees fairly	Yes	18	1.83	1.200	.283
	No	79	1.39	1.159	.130
Q4.15: Since my company restructuring, I have trust in the leadership of my organisation	Yes	17	1.71	1.213	.294
	No	79	1.13	1.181	.133
Q4.16: Since my company restructuring, I am satisfied with my Job	Yes	18	2.17	1.249	.294
	No	78	1.78	1.255	.142

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Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Q4.1: Since my company restructuring, I am more empowered to make decisions	Equal variances assumed	.002	.963	.565	95	.574	.176	.311	-.442	.794
	Equal variances not assumed			.562	25.221	.579	.176	.313	-.468	.820
Q4.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	Equal variances assumed	.170	.681	.754	95	.453	.259	.344	-.424	.943
	Equal variances not assumed			.764	25.726	.452	.259	.340	-.439	.958
Q4.3: Since my company restructuring, the tools and systems that I use in my day to day work function properly	Equal variances assumed	.056	.814	-.921	95	.359	-.307	.334	-.970	.355
	Equal variances not assumed			-.914	25.136	.369	-.307	.336	-.999	.385
Q4.4: Since my company restructuring, I have all the skills to deliver on my job	Equal variances assumed	1.294	.258	1.595	93	.114	.500	.313	-.122	1.122
	Equal variances not assumed			1.721	25.626	.097	.500	.291	-.098	1.098
Q4.5: Since my company restructuring, I have opportunities for learning and development	Equal variances assumed	1.883	.173	.128	93	.899	.044	.345	-.641	.729
	Equal variances not assumed			.148	31.284	.883	.044	.297	-.562	.650

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		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Q4.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	Equal variances assumed	8.859	.004	1.622	95	.108	.446	.275	-.100	.992
	Equal variances not assumed			1.925	31.962	.063	.446	.232	-.026	.918
Q4.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation	Equal variances assumed	.610	.437	.986	94	.327	.296	.300	-.300	.893
	Equal variances not assumed			1.053	25.169	.302	.296	.281	-.283	.876
Q4.8: Since my company restructuring, the information that I get in my organisation is up to date	Equal variances assumed	.409	.524	.081	94	.936	.026	.317	-.603	.655
	Equal variances not assumed			.077	24.268	.939	.026	.331	-.658	.709
Q4.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	Equal variances assumed	3.515	.064	-.920	94	.360	-.291	.316	-.918	.337
	Equal variances not assumed			-1.030	29.432	.311	-.291	.282	-.867	.286
Q4.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	Equal variances assumed	17.185	.000	-1.734	93	.086	-.588	.339	-1.262	.086
	Equal variances not assumed			-2.177	35.978	.036	-.588	.270	-1.136	-.040
Q4.11: Since my company restructuring, I am involved in the decisions that affect my work	Equal variances assumed	1.787	.184	1.645	95	.103	.511	.311	-.106	1.128
	Equal variances not assumed			1.800	28.297	.083	.511	.284	-.070	1.093
Q4.12: Since my company restructuring, I feel valued and appreciated	Equal variances assumed	4.754	.032	.589	94	.557	.179	.305	-.425	.784

		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
	Equal variances not assumed			.733	34.973	.469	.179	.245	-.318	.677
Q4.13: Since my company restructuring, there is an emphasis on work quality	Equal variances assumed	7.838	.006	.953	92	.343	.294	.308	-.319	.906
	Equal variances not assumed			1.190	35.931	.242	.294	.247	-.207	.795
Q4.14: Since my company restructuring, I believe that my organisation is treating its employees fairly	Equal variances assumed	.324	.570	1.447	95	.151	.441	.305	-.164	1.046
	Equal variances not assumed			1.415	24.749	.169	.441	.312	-.201	1.083
Q4.15: Since my company restructuring, I have trust in the leadership of my organisation	Equal variances assumed	.110	.741	1.827	94	.071	.579	.317	-.050	1.209
	Equal variances not assumed			1.795	22.997	.086	.579	.323	-.088	1.247
Q4.16: Since my company restructuring, I am satisfied with my Job	Equal variances assumed	.449	.504	1.173	94	.244	.385	.328	-.266	1.036
	Equal variances not assumed			1.177	25.547	.250	.385	.327	-.288	1.057

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Appendix 7: Research question three

Selected quotes for the critical importance of communication from leadership

Communicate the vision – give direction
I think we lack direction and we lack a future direction … if you know you've got direction you know the things that you working on are actually going to add value in the future. *What focuses your efforts other than a vision. And a vision is obviously not just one thing. It needs to be short term, long term, medium term.* *…So then you must make sure that you focus people on the right areas and build their capability.* *… it feels as if the vision changes all the time… So we have projects and they say we are going to go all out on that and then it is just killed within a couple of months. So I really think that affects momentum, and morale and progress.* *I think also better guidelines and boundaries in terms of defining the innovation we need so that it can't be so wide that you don't have focus.* *We have this streamlined workforce but have we streamlined our strategy and what is it that we want to do as R&T because it feels to me still that we've chopped the number of people but all the work that we want to do has stayed the same.* *… we cannot innovate everything, we don't have those resources any more to do that.* *…communicate it [strategy] and then we should organise ourselves to fit into that strategy.*

Selected quotes for the critical importance of work ethic

Professionalism
I think I have high standards, I have come from a place where we applied rigorous engineering all the time, there was no room for mistakes because they cost you immediately. *I think there has to be professionalism across everything you do… for me professionalism in everything we [are] doing in terms of our delivery of projects, in terms of our delivery to our clients but sometimes I find not every aspect is as professional…if you want to be professional and you want to strive for excellence, that has to be across the board so in every aspect that im giving you as an individual if I'm expecting you to perform, every single thing that moves into how you perform has to be professional* *I mustn't have to battle with inefficiencies or substandard service when I'm being expected to be efficient and I'm expected to perform.* *So that complexity, that variety, that kind of sense of we need to do something and make something happen, that sense of urgency I find very stimulating.*
Get challenging work
I like to have new things, to be challenged and I've always liked to see whatever I'm involved … come to realization. *I am always nervous that I am not good enough. So that drives me always. I am constantly thinking that I*

need to up my game.

What I have experienced here before the restructuring, it was more relaxed. But now there is more stress. You are pressured to perform and you look at your fellow employees performing at a high level so you also need to perform at a higher level.

I like solving problems, that's the only thing that really drives me…

Selected quotes for the critical importance of networks and team work

Leverage partnership
We can leverage ourselves better with partners. I think for a long time we had this notion of the way that we work was that we would do everything ourselves. And I think the world has changed. You will never get to new developments quick enough if you want to do everything yourself. *If you look at how much interaction we had in the past with overseas professors coming to visit us, or us going to visit them… all of those things obviously add to people's development and to be able to discuss problems.* *…If we don't go into partnership with groups, companies overseas that is really at the forefront of innovation, we are going to struggle to catch up and be successful.* *…then I think you need good connectivity with your business partners.*
Working with people
So for me the thing that really motivates me is definitely the people aspect. I still very much enjoy interacting with my people, interacting with my R&T colleagues. *…we still operate in silos. There is no system where we allow the diversity of inputs. The people are still just working in their own groups. We don't even have a departmental meeting per month. I would've liked to hear what other people in other groups are doing and to give comments. And that is not happening, which is very bad for the innovation.* *I don't know whether the VPs [Vice President] know their people… I know my boss maybe knows me but does he know the rest of the guys, we so busy doing, we've forgot who is around us helping us do what we need to do.* *One of my concerns at the moment, if I look at performance management, is we don't really incentivize collaboration in team... We need to drive team performance and not individual performance. I think we reward the heroes in our culture and that's not bad, or to take away from those individuals, but it leaves other people feeling a little bit cheated or undervalued. And actually you want them all to feel great because they've solved a problem and they've done their part.*

Selected quotes for the critical importance of caring for people

Caring for people
… people care, people consideration… there is only so many of us and we can only do so many things and let's focus on these things and let the others go. *… suddenly everything needs to be in place all at once and that's impossible because again what we are doing is we forgetting about the people, we forgetting about the people who have to follow the workflows*

and the processes, the people who have to understand why it now has to be done this way.

… irrespective of the number of systems and processes that we put, it is still the people who have to actually make it work.

… as time goes on the company becomes a machine and then, and that is one of the biggest, biggest things, you need an organisation that still has a personality, it must still have a personal interaction… the moment that people work with people things are on the up, but when people start working with systems and start talking to machines, and everything is automated, it goes wrong somewhere.

A lot of companies are very, very successful when the people have a sense of belonging.

Winning with people is a value. We need to feel appreciated and valued. Company must show that it care about people. Don't only say it, show it. More conversations are needed.

Descriptive statistics: Frequency Tables

Q5.1: Since my company restructuring, I am more empowered to make decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	12	12.4	12.4	13.4
	?	4	4.1	4.1	17.5
	Fairly important	28	28.9	28.9	46.4
	important	52	53.6	53.6	100.0
	Total	97	100.0	100.0	

Q5.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	5	5.2	5.2	5.2
	?	5	5.2	5.2	10.3
	Fairly important	19	19.6	19.6	29.9
	important	68	70.1	70.1	100.0
	Total	97	100.0	100.0	

Q5.3:Since my company restructuring, the tools and systems that I use in my day to day work function properly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	5	5.2	5.2	6.2
	?	1	1.0	1.0	7.2

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fairly important	21	21.6	21.6	28.9
	important	69	71.1	71.1	100.0
	Total	97	100.0	100.0	

Q5.4:Since my company restructuring, I have all the skills to deliver on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	4	4.1	4.1	5.2
	?	3	3.1	3.1	8.2
	Fairly important	22	22.7	22.7	30.9
	important	67	69.1	69.1	100.0
	Total	97	100.0	100.0	

Q5.5: Since my company restructuring, I have opportunities for learning and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	4	4.1	4.2	5.2
	?	6	6.2	6.3	11.5
	Fairly important	33	34.0	34.4	45.8
	important	52	53.6	54.2	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q5.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	6	6.2	6.2	7.2
	?	9	9.3	9.3	16.5
	Fairly important	37	38.1	38.1	54.6
	important	44	45.4	45.4	100.0
	Total	97	100.0	100.0	

Q5.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	2	2.1	2.1	2.1
	Slightly important	11	11.3	11.3	13.4
	?	16	16.5	16.5	29.9
	Fairly important	39	40.2	40.2	70.1
	important	29	29.9	29.9	100.0
	Total	97	100.0	100.0	

Q5.8: Since my company restructuring, the information that I get in my organisation is up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	6	6.2	6.3	7.3
	?	6	6.2	6.3	13.5
	Fairly important	31	32.0	32.3	45.8
	important	52	53.6	54.2	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q5.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	2	2.1	2.1	2.1
	Slightly important	4	4.1	4.1	6.2
	?	3	3.1	3.1	9.3
	Fairly important	27	27.8	27.8	37.1
	important	61	62.9	62.9	100.0
	Total	97	100.0	100.0	

Q5.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	4	4.1	4.1	4.1
	Slightly important	2	2.1	2.1	6.2
	?	6	6.2	6.2	12.4
	Fairly important	28	28.9	28.9	41.2

		Frequency	Percent	Valid Percent	Cumulative Percent
	important	57	58.8	58.8	100.0
	Total	97	100.0	100.0	

Q5.11: Since my company restructuring, I am involved in the decisions that affect my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	2	2.1	2.1	2.1
	Slightly important	7	7.2	7.2	9.3
	?	4	4.1	4.1	13.4
	Fairly important	30	30.9	30.9	44.3
	important	54	55.7	55.7	100.0
	Total	97	100.0	100.0	

Q5.12: Since my company restructuring, I feel valued and appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	2	2.1	2.1	3.1
	?	6	6.2	6.2	9.3
	Fairly important	19	19.6	19.6	28.9
	important	69	71.1	71.1	100.0
	Total	97	100.0	100.0	

Q5.13: Since my company restructuring, there is an emphasis on work quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	2	2.1	2.1	2.1
	Slightly important	4	4.1	4.1	6.2
	?	4	4.1	4.1	10.3
	Fairly important	29	29.9	29.9	40.2
	important	58	59.8	59.8	100.0
	Total	97	100.0	100.0	

Q5.14: Since my company restructuring, I believe that my organisation is treating its employees fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	4	4.1	4.1	4.1
	?	4	4.1	4.1	8.2

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fairly important	21	21.6	21.6	29.9
	important	68	70.1	70.1	100.0
	Total	97	100.0	100.0	

Q5.15: Since my company restructuring, I have trust in the leadership of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	6	6.2	6.2	7.2
	?	5	5.2	5.2	12.4
	Fairly important	19	19.6	19.6	32.0
	important	66	68.0	68.0	100.0
	Total	97	100.0	100.0	

Q5.16: Since my company restructuring, I am satisfied with my Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Slightly important	3	3.1	3.1	4.2
	?	5	5.2	5.2	9.4
	Fairly important	22	22.7	22.9	32.3
	important	65	67.0	67.7	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Principal component analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	1210.241
	df	120
	Sig.	.000

Rotated Component Matrix[a]

	Component	
	1	2
Q5.3:Since my company restructuring, the tools and systems that I use in my day to day work function properly	.819	.278
Q5.5: Since my company restructuring, I have opportunities for learning and development	.794	.096
Q5.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	.778	.429
Q5.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	.748	.259
Q5.8: Since my company restructuring, the information that I get in my organisation is up to date	.744	.278
Q5.4:Since my company restructuring, I have all the skills to deliver on my job	.741	.381
Q5.14: Since my company restructuring, I believe that my organisation is treating its employees fairly	.644	.514
Q5.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	.631	.465
Q5.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation	.468	.368
Q5.1: Since my company restructuring, I am more empowered to make decisions	.059	.794
Q5.15: Since my company restructuring, I have trust in the leadership of my organisation	.277	.772
Q5.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	.338	.752
Q5.11: Since my company restructuring, I am involved in the decisions that affect my work	.438	.713
Q5.13: Since my company restructuring, there is an emphasis on work quality	.505	.675
Q5.12: Since my company restructuring, I feel valued and appreciated	.585	.620
Q5.16: Since my company restructuring, I am satisfied with my Job	.599	.609

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Appendix 8: Research question four

Descriptive statistics:

Frequency table for respondent in management role category

Q5.1: Since my company restructuring, I am more empowered to make decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	2	11.1	11.1	11.1
	Fairly important	2	11.1	11.1	22.2
	important	14	77.8	77.8	100.0
	Total	18	100.0	100.0	

Q5.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	1	5.6	5.6	11.1
	important	16	88.9	88.9	100.0
	Total	18	100.0	100.0	

Q5.3:Since my company restructuring, the tools and systems that I use in my day to day work function properly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.4:Since my company restructuring, I have all the skills to deliver on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.5: Since my company restructuring, I have opportunities for learning and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	2	11.1	11.8	11.8
	Fairly important	8	44.4	47.1	58.8
	important	7	38.9	41.2	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Q5.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	?	2	11.1	11.1	16.7
	Fairly important	8	44.4	44.4	61.1
	important	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

Q5.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	2	11.1	11.1	11.1
	?	4	22.2	22.2	33.3
	Fairly important	6	33.3	33.3	66.7
	important	6	33.3	33.3	100.0
	Total	18	100.0	100.0	

Q5.8: Since my company restructuring, the information that I get in my organisation is up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	6	33.3	33.3	38.9
	important	11	61.1	61.1	100.0
	Total	18	100.0	100.0	

Q5.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	7	38.9	38.9	44.4
	important	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

Q5.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	3	16.7	16.7	22.2
	important	14	77.8	77.8	100.0
	Total	18	100.0	100.0	

Q5.11: Since my company restructuring, I am involved in the decisions that affect my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	7	38.9	38.9	44.4
	important	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

Q5.12: Since my company restructuring, I feel valued and appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.13: Since my company restructuring, there is an emphasis on work quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	9	50.0	50.0	55.6
	important	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

Q5.14: Since my company restructuring, I believe that my organisation is treating its employees fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.15: Since my company restructuring, I have trust in the leadership of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.16: Since my company restructuring, I am satisfied with my Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Frequency tables for respondents in non-managerial role category

Q5.1: Since my company restructuring, I am more empowered to make decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	2	11.1	11.1	11.1
	Fairly important	2	11.1	11.1	22.2
	important	14	77.8	77.8	100.0
	Total	18	100.0	100.0	

Q5.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	1	5.6	5.6	11.1

		Frequency	Percent	Valid Percent	Cumulative Percent
	important	16	88.9	88.9	100.0
	Total	18	100.0	100.0	

Q5.3:Since my company restructuring, the tools and systems that I use in my day to day work function properly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.4:Since my company restructuring, I have all the skills to deliver on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.5: Since my company restructuring, I have opportunities for learning and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	2	11.1	11.8	11.8
	Fairly important	8	44.4	47.1	58.8
	important	7	38.9	41.2	100.0
	Total	17	94.4	100.0	
Missing	System	1	5.6		
Total		18	100.0		

Q5.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	?	2	11.1	11.1	16.7
	Fairly important	8	44.4	44.4	61.1
	important	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

Q5.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	2	11.1	11.1	11.1
	?	4	22.2	22.2	33.3
	Fairly important	6	33.3	33.3	66.7
	important	6	33.3	33.3	100.0
	Total	18	100.0	100.0	

Q5.8: Since my company restructuring, the information that I get in my organisation is up to date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	6	33.3	33.3	38.9
	important	11	61.1	61.1	100.0
	Total	18	100.0	100.0	

Q5.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	7	38.9	38.9	44.4
	important	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

Q5.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	3	16.7	16.7	22.2
	important	14	77.8	77.8	100.0
	Total	18	100.0	100.0	

Q5.11: Since my company restructuring, I am involved in the decisions that affect my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6

		Frequency	Percent	Valid Percent	Cumulative Percent
	Fairly important	7	38.9	38.9	44.4
	important	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

Q5.12: Since my company restructuring, I feel valued and appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.13: Since my company restructuring, there is an emphasis on work quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	9	50.0	50.0	55.6
	important	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

Q5.14: Since my company restructuring, I believe that my organisation is treating its employees fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.15: Since my company restructuring, I have trust in the leadership of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Q5.16: Since my company restructuring, I am satisfied with my Job

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid					
	Slightly important	1	5.6	5.6	5.6
	Fairly important	4	22.2	22.2	27.8
	important	13	72.2	72.2	100.0
	Total	18	100.0	100.0	

Independent samples t-tests

Group Statistics

	Q2: Are you in a management role?	N	Mean	Std. Deviation	Std. Error Mean
Q5.1: Since my company restructuring, I am more empowered to make decisions	Yes	18	3.56	.984	.232
	No	79	3.14	1.071	.120
Q5.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	Yes	18	3.78	.732	.173
	No	79	3.49	.830	.093
Q5.3:Since my company restructuring, the tools and systems that I use in my day to day work function properly	Yes	18	3.61	.778	.183
	No	79	3.56	.859	.097
Q5.4:Since my company restructuring, I have all the skills to deliver on my job	Yes	18	3.61	.778	.183
	No	79	3.53	.845	.095
Q5.5: Since my company restructuring, I have opportunities for learning and development	Yes	17	3.18	.951	.231
	No	79	3.41	.840	.095
Q5.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	Yes	18	3.17	.857	.202
	No	79	3.22	.943	.106
Q5.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation	Yes	18	2.89	1.023	.241
	No	79	2.84	1.055	.119
Q5.8: Since my company restructuring, the information that I get in my organisation is up to date	Yes	18	3.50	.786	.185
	No	78	3.28	.952	.108
Q5.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	Yes	18	3.44	.784	.185
	No	79	3.46	.931	.105
Q5.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	Yes	18	3.67	.767	.181
	No	79	3.29	1.027	.116
Q5.11: Since my company restructuring, I am involved in the decisions that affect my work	Yes	18	3.44	.784	.185
	No	79	3.28	1.037	.117
Q5.12: Since my company restructuring, I feel valued and appreciated	Yes	18	3.61	.778	.183
	No	79	3.57	.796	.090
Q5.13: Since my company restructuring, there is an emphasis on work quality	Yes	18	3.33	.767	.181
	No	79	3.43	.943	.106

Q5.14: Since my company restructuring, I believe that my organisation is treating its employees fairly	Yes	18	3.61	.778	.183
	No	79	3.57	.763	.086
Q5.15: Since my company restructuring, I have trust in the leadership of my organisation	Yes	18	3.61	.778	.183
	No	79	3.44	.957	.108
Q5.16: Since my company restructuring, I am satisfied with my Job	Yes	18	3.61	.778	.183
	No	78	3.51	.833	.094

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Q5.1: Since my company restructuring, I am more empowered to make decisions	Equal variances assumed	.603	.439	1.510	95	.134	.416	.276	-.131	.964
	Equal variances not assumed			1.593	26.997	.123	.416	.261	-.120	.952
Q5.2: Since my company restructuring, I have a clear understanding of my role and responsibilities in the organisation	Equal variances assumed	4.115	.045	1.337	95	.184	.284	.212	-.138	.706
	Equal variances not assumed			1.448	27.897	.159	.284	.196	-.118	.686
Q5.3:Since my company restructuring, the tools and systems that I use in my day to day work function properly	Equal variances assumed	.198	.657	.245	95	.807	.054	.221	-.384	.492
	Equal variances not assumed			.261	27.298	.796	.054	.207	-.371	.479
Q5.4:Since my company restructuring, I have all the skills to deliver on my job	Equal variances assumed	.308	.580	.365	95	.716	.079	.218	-.353	.511
	Equal variances not assumed			.385	26.951	.703	.079	.206	-.344	.503
Q5.5: Since my company restructuring, I have opportunities for learning and development	Equal variances assumed	.000	.998	-.994	94	.323	-.229	.230	-.685	.228
	Equal variances not assumed			-.917	21.698	.369	-.229	.249	-.746	.289

Q5.6: Since my company restructuring, I still believe that there is a great network of knowledge in my organisation that I can tap in	Equal variances assumed	.334	.565	-.200	95	.842	-.049	.242	-.530	.433
	Equal variances not assumed			-.213	27.206	.833	-.049	.228	-.517	.420
Q5.7: Since my company restructuring, I have access to a network of knowledge outside of my organisation	Equal variances assumed	.000	.996	.195	95	.846	.053	.274	-.491	.598
	Equal variances not assumed			.199	25.918	.844	.053	.269	-.499	.606
Q5.8: Since my company restructuring, the information that I get in my organisation is up to date	Equal variances assumed	.974	.326	.902	94	.369	.218	.242	-.262	.698
	Equal variances not assumed			1.017	29.712	.317	.218	.214	-.220	.656
Q5.9: Since my company restructuring, the information on matters that are Important to me is communicated openly in my organisation	Equal variances assumed	.316	.575	-.048	95	.962	-.011	.237	-.481	.459
	Equal variances not assumed			-.053	29.030	.958	-.011	.212	-.446	.423
Q5.10: Since my company restructuring, the strategy of my organisation is shared with me clearly and openly	Equal variances assumed	2.208	.141	1.459	95	.148	.376	.257	-.136	.887
	Equal variances not assumed			1.750	32.551	.090	.376	.215	-.061	.812
Q5.11: Since my company restructuring, I am involved in the decisions that affect my work	Equal variances assumed	1.329	.252	.638	95	.525	.166	.260	-.351	.683
	Equal variances not assumed			.760	32.148	.453	.166	.219	-.279	.611
Q5.12: Since my company restructuring, I feel valued and appreciated	Equal variances assumed	.133	.716	.200	95	.842	.041	.207	-.369	.452

		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
	Equal variances not assumed			.203	25.758	.840	.041	.204	-.378	.461
Q5.13: Since my company restructuring, there is an emphasis on work quality	Equal variances assumed	.719	.399	-.407	95	.685	-.097	.239	-.571	.377
	Equal variances not assumed			-.463	29.955	.647	-.097	.210	-.525	.331
Q5.14: Since my company restructuring, I believe that my organisation is treating its employees fairly	Equal variances assumed	.091	.764	.208	95	.836	.041	.200	-.355	.438
	Equal variances not assumed			.205	25.008	.839	.041	.202	-.375	.458
Q5.15: Since my company restructuring, I have trust in the leadership of my organisation	Equal variances assumed	1.500	.224	.694	95	.490	.168	.242	-.313	.649
	Equal variances not assumed			.791	29.993	.435	.168	.213	-.266	.602
Q5.16: Since my company restructuring, I am satisfied with my Job	Equal variances assumed	.421	.518	.456	94	.649	.098	.215	-.329	.526
	Equal variances not assumed			.477	26.794	.637	.098	.206	-.325	.521

Appendix 9: Research question five

Descriptive statistics

Frequency table for level of agreement

Q6.1: When my company announced a restructuring plan, I was successfully convinced that changing our organisation was critical.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	11.3	11.7	11.7
	Tend to disagree	6	6.2	6.4	18.1
	?	7	7.2	7.4	25.5
	Tend to Agree	31	32.0	33.0	58.5
	Agree	39	40.2	41.5	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q6.2: After my company restructuring, there is a strong and committed "team" to lead the change effort in my organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	27	27.8	28.7	28.7
	Tend to disagree	20	20.6	21.3	50.0
	?	23	23.7	24.5	74.5
	Tend to Agree	18	18.6	19.1	93.6
	Agree	6	6.2	6.4	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q6.3: This team is empowered to change my organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	26	26.8	27.7	27.7
	Tend to disagree	20	20.6	21.3	48.9
	?	25	25.8	26.6	75.5
	Tend to Agree	15	15.5	16.0	91.5

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	8	8.2	8.5	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q6.4: After my company restructuring, I have a clear vision of what my organisation wants to be.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	24	24.7	25.5	25.5
	Tend to disagree	24	24.7	25.5	51.1
	?	14	14.4	14.9	66.0
	Tend to Agree	30	30.9	31.9	97.9
	Agree	2	2.1	2.1	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q6.5: The vision and strategies for achieving it are appropriately communicated to me (correct vehicles).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	31	32.0	33.0	33.0
	Tend to disagree	24	24.7	25.5	58.5
	?	14	14.4	14.9	73.4
	Tend to Agree	24	24.7	25.5	98.9
	Agree	1	1.0	1.1	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

6.6: The systems or structure in place are conducive to achieve the required change in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	18	18.6	19.1	19.1
	Tend to disagree	28	28.9	29.8	48.9
	?	30	30.9	31.9	80.9
	Tend to Agree	14	14.4	14.9	95.7
	Agree	4	4.1	4.3	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q6.7: I have already seen some organisational improvements since the new restructuring is in place

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	17.5	18.1	18.1
	Tend to disagree	18	18.6	19.1	37.2
	?	17	17.5	18.1	55.3
	Tend to Agree	38	39.2	40.4	95.7
	Agree	4	4.1	4.3	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q6.8: I am encouraged and feel safe to take risks and to have non-traditional ideas and actions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	28	28.9	29.8	29.8
	Tend to disagree	27	27.8	28.7	58.5
	?	18	18.6	19.1	77.7
	Tend to Agree	20	20.6	21.3	98.9
	Agree	1	1.0	1.1	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Frequency table for level of important

Q7.1: When my company announced a restructuring plan, I was successfully convinced that changing our organisation was critical.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	2	2.1	2.1	2.1
	Slightly important	8	8.2	8.4	10.5
	?	4	4.1	4.2	14.7
	Fairly important	39	40.2	41.1	55.8
	important	42	43.3	44.2	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q7.2: After my company restructuring, there is a strong and committed "team" to lead the change effort in my organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	3	3.1	3.2	3.2
	Slightly important	2	2.1	2.1	5.3
	?	10	10.3	10.5	15.8
	Fairly important	32	33.0	33.7	49.5
	important	48	49.5	50.5	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q7.3: This team is empowered to change my organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	2	2.1	2.1	2.1
	Slightly important	8	8.2	8.4	10.5
	?	6	6.2	6.3	16.8
	Fairly important	34	35.1	35.8	52.6
	important	45	46.4	47.4	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q7.4: After my company restructuring, I have a clear vision of what my organisation wants to be.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	3	3.1	3.2	3.2
	Slightly important	2	2.1	2.1	5.3
	?	1	1.0	1.1	6.4
	Fairly important	29	29.9	30.9	37.2
	important	59	60.8	62.8	100.0
	Total	94	96.9	100.0	
Missing	System	3	3.1		
Total		97	100.0		

Q7.5: The vision and strategies for achieving it are appropriately communicated to me (correct vehicles).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly important	6	6.2	6.3	6.3
	?	6	6.2	6.3	12.6
	Fairly important	33	34.0	34.7	47.4
	important	50	51.5	52.6	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q7.6: The systems or structure in place are conducive to achieve the required change in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.1	1.1
	Slightly important	3	3.1	3.2	4.2
	?	11	11.3	11.6	15.8
	Fairly important	37	38.1	38.9	54.7
	important	43	44.3	45.3	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q7.7: I have already seen some organisational improvements since the new restructuring is in place

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.1	1.1
	Slightly important	6	6.2	6.3	7.4
	?	8	8.2	8.4	15.8
	Fairly important	40	41.2	42.1	57.9
	important	40	41.2	42.1	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Q7.8: I am encouraged and feel safe to take risks and to have non-traditional ideas and actions.

		Frequency	Percent	Valid Percent	Cumulative Percent

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Valid	Not important	2	2.1	2.1	2.1
	Slightly important	5	5.2	5.3	7.4
	?	6	6.2	6.3	13.7
	Fairly important	34	35.1	35.8	49.5
	important	48	49.5	50.5	100.0
	Total	95	97.9	100.0	
Missing	System	2	2.1		
Total		97	100.0		

Selected quotes on the views of the need of restructuring by respondents

Top heavy structure
Yes, yes, definitely… what was happening is we were getting to a point where we had a common saying of too many chiefs and too little Indians so we had very little in my view of the workforce and the worker bees.   *I think it was. I don't think the structure was very healthy the way it was. I guess I can only speak for my area, but it was very "top heavy", I would think the structure should be more like a pyramid, and instead it felt like it was an "upside down pyramid".*   *… take away the bulkiness because we ended up becoming very heavy, we had you know too many boards and too many MDs etcetera.*   *…and of course it was well known that the organisation was very top heavy, we had a very large management. We were certainly not "lean and mean" but "fat and slow".*   *…they saw in certain parts it was quite a top-heavy and they then decided to restructure to become a normal pyramid*
Reduce cost
Yes, I think it was quite evident that our operating budget, our fixed costs, were obviously escalating through the roof. So it was just not sustainable and it was all about reducing the fixed costs, which meant that we had to look at our operating model and the whole structure of the company.   *The cost relative to the company growth was too high. Thus to reduce cost.*   *They basically did it for cost-saving and to allow for sustainable growth in the future*   *I guess there were things which had to be addressed in terms of cost reduction…I think it was not sustainable to carry on the way we were we would eventually put ourselves out of business*
Improve efficiency
We had so many boards and management structures that the whole organisation just became slow and overweight.   *I think in general it was necessary because there were clearly inefficient structures and processes and it was clear that the company structures could be optimized. I don't think it was done correctly, but it was necessary.*   *I think it's obviously to optimise our workforce and streamline our company… improve performance… be more fast in responding to the changing business environment in which we work.*

Appendix 10: Research question six

Descriptive statistics:

Frequency tables

Q8.1: The goal of my organisation is to…

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maximise shareholder value	53	54.6	54.6	54.6
	Develop organisational capabilities	2	2.1	2.1	56.7
	Both	42	43.3	43.3	100.0
	Total	97	100.0	100.0	

Q8.2: The leadership of my organisation…

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manage change from the top down	78	80.4	81.3	81.3
	Encourage participation from the bottom up	5	5.2	5.2	86.5
	Both	13	13.4	13.5	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		

Q8.3: The focus of my organisation is to…

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emphasize structure and systems	57	58.8	58.8	58.8
	Build up corporate culture: employees' behaviour and attitudes	10	10.3	10.3	69.1
	Both	30	30.9	30.9	100.0
	Total	97	100.0	100.0	

Q8.4: The change process in my organisation is to…

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Plan and establish programs	69	71.1	71.1	71.1
	Experiment and evolve	12	12.4	12.4	83.5
	Both	16	16.5	16.5	100.0
	Total	97	100.0	100.0	

Q8.5: The reward system is to…

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Motivate through commitment – use pay as fair exchange	31	32.0	32.3	32.3
	Motivate through financial incentives	47	48.5	49.0	81.3
	Both	18	18.6	18.8	100.0
	Total	96	99.0	100.0	
Missing	System	1	1.0		
Total		97	100.0		