

# Job Satisfaction and Attitudes Toward Organisational Change: A Study at the National School of Government

I Malatjie and A Montana

National School of Government, South Africa

---

**Abstract:** Organisational changes happen too frequently in some organisations due to a reaction to the disruptive and turbulent environmental factors that shape the current practices of those organisations and result in changes towards their organisational values. Organisational change has become a significant part of work life, with changes impacting not only on an organisational level but also on a personal employee level. The purpose of this study is to explore the impact of organisational change on job satisfaction and attitudes of employees towards the change. Empirical research was conducted on a research sample of 229 employees of the National School of Government (NSG). A survey was administered to all employees of the NSG. A total number of 109 employees responded to the questionnaire and only 103 of these questionnaires were usable. Detailed analysis indicated that there is a strong positive statistical relation between organisational change and job satisfaction.

**Keywords:** Job satisfaction, Organisational change, Uncertainty attitude, Strategy

---

## 1. Introduction

Globalisation, driven by complex, ambiguous and burgeoning transformations, has seen many organisations embark on convoluted changes such as restructuring, downsizing, business process reengineering, shared services, total quality management, mergers and acquisitions just to keep the competitive edge. Kreitner and Kinicki (2004); Akhtar and Rong (2015) continue by stating that it is both the internal and external forces such as market changes, technological advancements, social and political factors, demographic characteristics, managerial behaviour and human resources problems or prospects, increased competition, new mandates, etcetera, that exert tremendous pressure in the scramble for organisational success today, making change inevitable. Kreitner and Kinicki (2004); Akhtar and Rong (2015) conclude that this then triggers the need for organisations to initiate the change process.

In the flux of change, these organisations are increasingly challenged to balance the clamorous expectations of multiple stakeholders such as; investors, clients, management, customers and employees (Muzanenhamo, Allen-Illie, Adams & Iwu; 2016:480). Organisational change has become a significant part of work life, with changes being required not only on an organisational level but also on a personal employee level (Anderson, 2013). As

a strategic dimension, change in an organisation is intended to move a company from its current unfavourable situation to a desired future situation (Zafar & Naveed, 2014). In the case of the National School of Government (NSG), the change was triggered by the changing political mandate of the time.

The first major change process for the National School of Government (then SAMDI) took place during the 2007/08 financial year after Cabinet mandated that the South African Management Development Institute (SAMDI) be reconstituted to become a public service Academy to provide training on a larger scale to all spheres of government (South African Management Development Institute, 2008). At the time, it was believed that in its current status, SAMDI would be unable to respond adequately to the new mandate. The roll-out of the reconstitution of SAMDI into what became known as the Public Administration Leadership and Management Academy (PALAMA) took place over the 2007/08 financial year (South African Management Development Institution, 2008).

The next change process took place in 2011 during the PALAMA term. This process involved reconfiguring the structure of the organisation in order to align the skills of employees to the needs of the organisation. Although both processes were intended to assist the organisation in its achievement of the strategic goals, the difference between the 2007 process

and the 2011 process was in how they were carried out. While the former process consulted extensively with employees and prepared employees for what is to come, the latter process did not do that. Employees of the organisation subsequently termed it 'the lightning strike' to reflect its sudden nature.

In October of 2013, a third change took place wherein PALAMA was re-launched as the National School of Government in line with the Presidential Proclamation (No. 46 of 2013) to amend the Public Service Act. This was not a simple transformation of PALAMA, as the change entailed both strategic and operational issues that introduced a new organisational form with a different business model (National School of Government, 2013). This change differed from the two previous changes in that it did not have a direct bearing on individuals. After the second change, which was not consulted, there was a sense of unhappiness and disgruntlement amongst employees because some employees were re-assigned different responsibilities without prior consultation. It was assumed that this unhappiness translated into poor job satisfaction for the employees affected. In order to get a true sense of these feelings and perceptions, tools such as surveys, questionnaires and focus groups were administered and facilitated internally to assess the prevailing climate within the organisation as well as employee's perceptions of the change process. The above change processes rendered the NSG the ideal setting to conduct the research for this paper in order to explore and determine if there is an empirically provable relationship between the two variables; job satisfaction and organisational change. The purpose of this study was to explore the impact of organisational change on job satisfaction and attitudes of employees towards the change with a focus on determining the relationship between organisational change and job satisfaction and how employee's attitudes are impacted by change.

## 2. Literature Review

A number of researchers have delved into the topic of organisational change and although all these researchers sought to understand this concept, it is the interaction of organisational change with other variables that sets the different research studies apart. Variables that have been linked to organisational change include, but not limited to, employee resistance (Pieterse, Caniels & Homan, 2012; Zafar & Naveed, 2014), organisational

commitment (Yousef, 2016), job satisfaction (Akhtar & Rong, 2015), organisational trust and psychological empowerment (Mangundjaya, 2015), employee attitudes (Gupta, 2016), communication (Husain, 2013) and job satisfaction (Struijs, 2012; Osei-Bonsu, 2014; Mangundjaya, 2015). Although the topics of organisational change and job satisfaction have been researched extensively, the challenge that was encountered during the literature review for this study is that there is a paucity of literature that focuses specifically on the public sector.

### 2.1 Organisational Change

Muzanenhamo *et al.* (2016:473) indicate that a number of organisations embark on complex changes such as shared services, transformation, mergers and acquisitions or massive technology implementation. Therefore, for many managers and entrepreneurs, organisational changes constitute a nightmare. In some instances, there is no single structure which will enable a given change to be managed within an enterprise and as a result, the implementation of change slows down, and can even stall or fail completely. Muzanenhamo *et al.* (2016:473) states that there are however, potential gains for organisations which are able to effectively facilitate the successful implementation of change in terms of delivering on time, within an allotted budget and with all the business, technical and human objectives met.

"Organisational change takes place when a company makes an evolution from its current state to some desired expectations" (Gupta, 2016:45). It also takes places as a reaction to an ever-changing environment or as a response to a current emergency situation (Akhtar & Rong, 2015). Change can be understood as having the potential to impact an organisation structurally and strategically, while impacting the workplace culture, affecting human capital and seeing technological transformation. According to research, as many as 90% of change initiatives are likely to fail in achieving their strategic objectives, mainly as a result of human factors such as change-related responses, attitudes and behaviours (Wood, 2000; Muzanenhamo *et al.*, 2016).

According to Terry and Jimmieson (2003:92), unprecedented rearrangements around organisational surroundings trigger the need for organisations to change familiar traditions and methods of operation which subsequently influence the organisational

life and behaviour of the labour force. Terry and Jimmieson (2003:92) furthermore asserts that managing organisational change is therefore the process of forecasting and implementing change in an organisation in such a way as to reduce employee resistance and cost to the organisation while at the same time maximising the effectiveness of the change effort. For the purpose of this study the following definition is accepted; that is, organisational change is the process by which individuals adapt to environmental change. It may include the acceptance of new techniques, new management or changes in the organisation's strategy or policy (Bovey & Hede, 2001; Burke & Litwin, 2008).

### **2.1.1 Need for Change**

The growing globalisation of business, increasing competition and technological advancement has led to an increasing need to change organisational policies and strategies (Hampel & Martisons, 2009). As already alluded above, in an organisation, most problems and challenges are generated by competition, advanced technology, mergers, expansion, product quality improvement, enhancing employee efficiency, rapid growth, new business venture, innovation, new leadership and management (Madsen, 2009:46). According to Gupta (2016:44) "change is important for any organisation because without change, businesses would likely lose their competitive edge and fail to meet the needs of what most hope to be a growing base of loyal customers". Wu and Wu (2011:1304) indicated that the inevitability of organisational change in the highly competitive modern business world is having an increasing impact on employees, and dramatic or sudden changes can lead to resistance among an organisation's employees.

Since organisational change leads to the redistribution of benefits and the adjustment of relationships between different positions, employee resistance can be expected. Senior managers must consider how to introduce organisational reforms. They need to understand how employee dissatisfaction can arise as a result of changes to organisational policy or working processes (Nemanich & Keller, 2007; Emery & Trist, 2008). It is for the above reason that organisational change must be well-planned, communicated and executed. In his paper, Osei-Bonsu (2014) cites a number of studies that emphasise the importance of communicating planned changes in advance as well as at every stage, therefore employees who are informed of the change are less likely

to be resistant, are more trusting of management's intentions and therefore less stressed about the impending change. In a study by Mangundjaya (2015:1), "every organisation needs to change in order to survive, exist and compete; however many variables play an important role in the success of organisational change and the most important one is people". Mangundjaya (2015:1) adds on to say that without the buy-in, support and involvement of people, organisational change cannot be achieved successfully.

According to Yang, Zhuo and Yu (2009, cited in Chen, Suen, Ling & Shieh, 2016), when an organisation undertakes a change process it can target elements such as the vision, strategy, culture, structure, system, leadership style and so forth. The NSG's change efforts were necessitated by the mandate change and targeted some of these elements. An organisation's vision and accompanying strategy refer to the long term goals that the organisation needs to achieve and how these will be achieved. The NSG's changes came about mainly because of the changing political leadership of the time. As a result, the organisation found itself needing to constantly revise the strategy to achieve that particular leadership's vision and mandate. It is important to note that over the past seven years the NSG has been under the leadership of six Ministers and three Director-General's (now referred to as the Principal). Currently the NSG is under the leadership of an acting Principal since the former Principal was deployed to another department with effect from 1 August 2018. Leadership, as another important element, brings with it changing mandates and priorities which affect how business is carried out.

The structure of the organisation is critical in ensuring that the organisation has the right people in the right place. The NSG operated for a number of years with only a temporary structure and this created a lot of anxiety amongst employees. The change process that took place in 2011 targeted the structure through reconfiguration. The culture of the organisation, which is the common norms and values that employees share that inform how the organisation's people do what they need to do to achieve the same goal, also undergoes this change process. Business processes, which refer to the internal mechanisms that are in place to implement the strategic vision of the organisation, were also affected by change through the business reengineering process.

Chen *et al.* (2016) noted that, in a real organisation, the above change focus areas overlap with each other at some point and it is this systemic viewpoint which illustrates how the sum of the parts is bigger than the parts themselves. Before change can take place, an organisation assesses which of the above elements needs to be transformed to achieve the desired future state.

### 2.1.2 Attitudes Towards Change

Combined and in isolation, the above mentioned elements have some influence on how employees view and respond to the organisation and the change process it undergoes. This is the biggest risk that organisations face when implementing change processes because it can lead to possible resistance from employees as well as the possibility of poor job satisfaction afterwards. Employees' attitudes towards organisational change are important in determining whether they will adapt to the implemented change and the type of attitude they will have towards the change (Yousef, 2016). Elias (2009, cited in Yousef, 2016) defines attitude towards organisational change as the positive or negative judgement employees feel towards change in their organisation. Researchers such as Struijs (2012), Zafar and Naveed (2014) focused specifically on resistance to change as an attitude that employees can have.

An organisation cannot successfully implement a change process without involving all stakeholders; particularly the employees as they are the ones who eventually get affected by the change. The findings indicate that when employees are involved in the change process, even if just through communication only, they view change positively and display less resistance (Osei-Bonsu, 2014). However, Kotter and Schlesinger (2008), point out that change is not a one-size-fits-all process because much as employees might have been involved in the design of the change process, it does not mean that their attitude to change will not be that of resistance. In the paper on resistance to change and its influence on job satisfaction, Struijs (2012) highlights the importance of taking into consideration employees' emotional reactions during organisational change. Employees who have a negative attitude and subsequently are resistant towards change are those who do not understand why change happens (Kotter & Schlesinger, 2008) as well as those who had past negative experience of the change (Struijs, 2012).

## 2.2 Job Satisfaction

Job satisfaction is arguably one of the most researched topics in the world of work (Irani & Scherler, 2002; Christen, Iyer & Soberman, 2006; Struijs, 2012; Akhtar & Rong, 2015; Yousef, 2016). This is primarily because in management's quest to improve their organisations' performance, there is a general belief that 'a happy employee is a productive employee' (Moorman, 1993; Aziri, 2011). For the numerous studies on job satisfaction that have been conducted, there are an equally large number of definitions of the concept. Despite these varying definitions, at the crux of it, job satisfaction refers to whether individuals are content or not content with their jobs as a result it links to the emotional reaction employees have towards their jobs (Mangundjaya, 2015).

Boles, Madupalli, Rutherford and Wood (2007:312) describes job satisfaction as an extent to which one feels positively or negatively about the intrinsic or extrinsic aspects of one's job. Job satisfaction is basically an employee's overall assessment of work related experiences which is influenced by individual values, ideals and beliefs. Job satisfaction is therefore a multidimensional concept which includes a set of favourable or unfavourable feelings in terms of which employees perceive their jobs (Davis, 2004; Iwu, Ukpere & Allen-Ile, 2012). As is the case with organisational change, there are several variables that influence and/or are influenced by job satisfaction; for example, organisational commitment (Yousef, 2016); transformational leadership (Mokgolo, Mokgolo & Modiba, 2012); turnover intentions; job performance (Christen, Iyer & Soberman, 2006); organisational change (Osei-Bonsu, 2014; Akhtar & Rong, 2015; Mangundjaya, 2015); employee attitudes (Struijs, 2012; Zafar & Naveed, 2014; Yousef, 2016). As already alluded to above, the focus of this paper is on exploring the linkage between organisational change, job satisfaction and attitudes of employees towards change.

Muzanenhamo *et al.* (2016:476) asserts that organisations today are more concerned with the effectiveness of change and selecting the right methodology to implement change. Therefore, the uncertainty employees experience with organisational change inevitably has a bearing on their job security, stress levels, trust, commitment, organisational identification, performance, employee work attitude and ultimately job satisfaction. The importance of employees as a key element in the

success of any change process can therefore not be emphasised enough (Bulder, 2014; Zafar & Naveed, 2014).

Studies by Cross & Travaglione (2004) and Svensen, Neset & Eriksen (2007) indicate that if employees have had a bad experience with past changes, their satisfaction levels are likely to be negative. However, if previous changes were perceived as positive, job satisfaction is likely to be high. Job satisfaction is predominantly high after major organisational change such as downsizing, because those who are left behind will be more content than the victims of change. When the NSG's change process was implemented in 2011, some of the employees who were present during the 2007 change process were resistant because the 2007 change resulted in several staff members being placed in excess to the establishment. This was the start of the negative attitude of staff members to proposed change processes. The negative feelings were further entrenched again at the end of the 2011 change process that saw the reconfiguration of the structure, as a result of people being moved from their posts without consultation (NSG, 2019).

Although some resistance to change is natural and expected in change processes, it should still be managed through the involvement of employees at every stage, improving the competence of managers to handle the change and fully communicating the change (Zafar & Naveed, 2014). It is therefore crucial that any future change processes which the NSG may embark upon should take the emotions of all individuals into consideration to minimise resistance. According to Struijs, 2012 employees that display less resistance (a positive attitude) are usually employees that will be satisfied with their jobs at the end of the process whereas employees who are more resistant will experience higher job dissatisfaction.

In his paper, Mangudjaya (2015) found that if employees are satisfied with their jobs, they will display higher commitment and participation in the change process. Akhtar and Rong (2015) also highlight the importance of taking the psychological contracts that employees have with the employer into consideration when planning and executing organisational change. Employees who are not clear about the change and how it will affect them, may feel that the employer is violating this unwritten contract between employer and employee; thus

resulting in resistance and subsequent dissatisfaction with one's job.

### **3. Methods and Materials**

#### **3.1 Population**

The population of this study consisted of 229 employees at the NSG. It is to be noted that at the time of the data collection the school was undergoing a leadership change process. The head of the school (Principal) was moved on the 1<sup>st</sup> of August 2018 to another government department and he was replaced by an acting Principal.

#### **3.2 Research Instrument and Data Collection**

This study was quantitative in nature and a questionnaire was used to collect data. The Minnesota Satisfaction Questionnaire (MSQ) was used to measure job satisfaction, however as it needed to be made relevant to the public sector it was re-formatted by taking away some of the questions and replaced with more relevant ones. Organisational change was measured using eight item instrument. The items that were included are working conditions, organisational structure, training, management support and performance. Examples of the items included are: "I am satisfied with change in the organisational structure"; "there is improvement in employees' skills due to organisational change". A 4-point response scale was used, ranging from 1 (strongly agree) to 4 (strongly disagree).

An electronic version of the questionnaire was loaded on Monkey survey and emailed to all employees of NSG and the closing date was in seven days' time from the date of distribution. The questionnaire consisted of 25 closed ended questions and took ten minutes to complete. A total of 229 questionnaires were distributed and only 123 were returned which gave a response rate of 54%. Out of the completed questionnaires, 103 were usable and 20 were not fully completed, therefore rendering them unusable because of the missing data.

Participant's demographic details are presented in Table 1 below. Job levels of the participants were 11% intern, 12% level 1-5, 59% level 6-12, 18% level 13-14. The ages of respondents were 73% below 45 and 27% between 46 and 65 years old. The number of years in the organisation were split 50-50 between people that have worked less than 5

**Table 1: Participants' Demographics**

Characteristics	Freq.	%
<b>Job Level</b>		
Intern	11	10.68
Levels 1-5	12	11.65
Levels 6-12	61	59.22
Levels 13-14	19	18.45
<b>Age</b>		
18 - 25 years old	7	6.8
26 - 35 years old	31	30.1
36 - 45 years old	39	37.86
46 - 55 years old	20	19.42
56 - 65 years old	6	5.83
<b>Years of Service</b>		
Less than 5 years	51	49.51
6 to 15 years	48	46.6
16 to 25 years	2	1.94
26 to 35 years	2	1.94
<b>Job Status</b>		
Permanent appointment	82	79.61
Contract appointment	11	10.68
Intern	10	9.71

Source: Authors

years in the organisation and those that have been working between 6 and 35 years. Finally, the job status was divided into 10% interns, 11% contract workers and 79% permanent workers.

### 3.4 Data Analysis

For this study, data was collected using Lime-survey and exported to MS Excel. The dataset was coded using the find and replace functions, i.e. strongly agree = 1, agree = 2, disagree = 3, and strongly disagree = 4. Similarly, extremely satisfied = 1, very satisfied = 2, somewhat satisfied = 3, not satisfied = 4. Descriptive data analysis was done using both the Lime-survey data analysis function (frequencies, percentages) and MS Excel (means, standard deviations, scatterplot). Inferential statistical analysis (correlations and linear regression models) were calculated using Excel's Analysis ToolPak add-in.

## 4. Results and Discussion

Findings of this study serve as a tool to inform future organisational change endeavours and in

the process contribute to knowledge base of organisational change process and job satisfaction. The results will be beneficial to academics, practitioners and managers alike. With respect to Table 2 on the following page, it can be seen that there is a positive and strong relationship between the majority of organisational change variables and job satisfaction variables. According to Liu and Norcio (2008:62), these results are consistent with previous research findings which acknowledge the significance of assessing the relevance of job satisfaction as a consequence of perceived change efficacy. Employee behaviours are directly influenced by the way the change process is managed.

According to various authors (Ivancevich, Konopaske & Matteson, 2004; Brown, 2011) organisational change attempts to increase organisational efficiency with the purpose of increasing productivity through invigorated employees who are able to develop creativity, performance and innovation. This refers to managerial attempts to improve performance by altering the formal structure of task and authority leadership. In Table 3, 56% of

**Table 2: Correlations Between Organisational Change and Employee Satisfaction Factors**

Correlations between organizational change and job satisfaction																		
ORGANIZATIONAL CHANGE	ORGANIZATIONAL CHANGE	keep busy	work alone	different things	supervisor handles	supervisor decisions	contribute o.dev	steady dev	supervise	use abilities	policies practice	amount work	job advancement	views & sugg	work conditions	get along	feedback	accomplishment
ORGANIZATIONAL CHANGE	1																	
keep busy	0,358***	1.000																
work alone	0,184	0,651	1.000															
different things	0,373***	0,632	0,497	1.000														
supervisor handles	0,356***	0,271	0,360	0,355	1.000													
supervisor decisions	0,353***	0,273	0,317	0,413	0,908	1.000												
contribute o.dev	0,553***	0,368	0,325	0,526	0,409	0,488	1.000											
steady dev	0,476***	0,463	0,317	0,569	0,407	0,449	0,596	1.000										
supervise peop	0,222*	0,306	0,313	0,298	0,261	0,312	0,388	0,381	1.000									
use abilities	0,345***	0,503	0,444	0,628	0,377	0,405	0,528	0,566	0,489	1.000								
policies practice	0,680***	0,257	0,143	0,407	0,362	0,386	0,542	0,544	0,337	0,497	1.000							
amount work	0,200*	0,351	0,268	0,237	0,224	0,223	0,147	0,253	0,305	0,284	0,176	1.000						
job advancement	0,490***	0,379	0,244	0,386	0,353	0,357	0,380	0,490	0,329	0,463	0,603	0,391	1.000					
views & sugg	0,467***	0,211	0,222	0,502	0,584	0,568	0,533	0,404	0,274	0,406	0,454	0,305	0,468	1.000				
work conditions	0,364***	0,224	0,239	0,381	0,521	0,526	0,462	0,297	0,285	0,310	0,367	0,308	0,342	0,593	1.000			
get along	0,399***	0,232	0,262	0,337	0,364	0,358	0,442	0,361	0,120	0,360	0,452	0,074	0,337	0,445	0,377	1.000		
feedback	0,369***	0,230	0,310	0,419	0,552	0,530	0,443	0,465	0,193	0,410	0,467	0,187	0,407	0,539	0,460	0,509	1.000	
accomplishment	0,383***	0,524	0,440	0,655	0,442	0,424	0,425	0,542	0,412	0,673	0,507	0,327	0,546	0,556	0,480	0,436	0,641	1.000
p<0.001	***																	
p<0.01	**																	
p<0.05	*																	

Source: Authors

respondents indicate that they are not satisfied with the change in the organisational structure therefore disagree with the theory above.

Bateman and Organ (1983, cited in Muzanenhano *et al.*, 2016:477) noted that the extent to which employees display extra-role behaviours is largely determined by their feelings of satisfaction towards their work as compared to the support extended by their leaders or colleagues. This statement is evidenced by the findings in Table 3 on the following page, whereby only 35,92% of participants agreed with the following statement: while implementing change, the employer provides support to employees. Employees indicated a higher level of job satisfaction even though there is less support from their employer.

In the works of Brown (2011) and Noe, Hellenbeck, Gerhart & Wright (2012) results indicated that the manager or the agent of the organisational change should make sure that all parties involved in the change are allowed to participate in the decision process rather than being forced to go along with it. This is a basic technique that may be used to increase acceptance of change and increase motivation. If there is a labour union in the workplace it needs to be involved and be supportive of the change program. This is the strategy that was implemented by the NSG as the change management team that was appointed included members of the labour union and frequent meetings were held between management, labour unions and employees to discuss the change progress.

Recent studies indicate that in a change process, communication has positive correlation with many organisational outputs like organisational commitment, performance, organisational citizenship behaviours and job satisfaction. Communication during organisational change is considered to be vital for effective change and reduces resistance to change (Malmelin, 2007; Zhang & Agarwal, 2009). Respondents indicated that change was not properly communicated and this is evidenced by 74% of respondents who disagreed with the statement that change plans are being timeously communicated to employees. Therefore, it can be said that along with the role of management to the impending change, distribution of information and actual communication regarding the need for change and the objectives thereof are also critical (Bolden & Gosling, 2006; Elving & Hansma, 2008).

Findings in various studies (Lind & Tyler, 1988; Hyo-Sook, 2003; Husain, 2013) indicate that employee participation was associated with higher job satisfaction and better well-being individuals tend to report higher job satisfaction when they have an opportunity to provide input into how decisions are made. Excellent organisations enclose management structures that empower employee's participation in decision making. Hosain 2013, stated that increased participation in decision making by lower level employees has been found to have a positive effect on the efficiency of the decision making process, therefore employees who participate in the decision making process have higher levels of satisfaction and commitment to the organisation.

**Table 3: Frequency Analysis**

Characteristics	Agree N (%)	Disagree N (%)
<b>Organizational Change</b>		
I am satisfied with the change in the working environment in the organization	58 (56,31)	45 (43,69)
I am satisfied with change in the organizational structure	45 (43,69)	58 (56,31)
Change plans are being timeously communicated to employees	29 (28,15)	74 (71,85)
Proper training is provided to employees for implementing the change	36 (34,95)	67 (65,05)
While implementing change, the employer provides support to employees	37 (35,92)	66 (64,08)
There is improvement in employees' skills due to organizational change	46 (44,66)	57 (55,34)
Performance of employees is improving due to change in organizational plans and policies	40 (38,83)	63 (61,17)
Management is positively participating in the change process and boosting the morale of employees	30 (29,12)	73 (70,88)
<b>Job Satisfaction</b>		
Being able to keep busy all the time.	75 (72,81)	28 (27,19)
The chance to work alone on the job	68 (66,02)	35 (33,98)
The chance to do different things from time to time.	63 (61,17)	40 (38,83)
The way my supervisor handles his/her workers.	60 (58,25)	43 (41,75)
The competence of my supervisor in making decisions.	59 (57,28)	44 (42,72)
Being able to contribute to organizational development as part of a team?	56 (54,37)	47 (45,63)
The way my job provides for steady development.	54 (52,43)	49 (47,57)
The chance to supervise people.	41 (39,81)	62 (60,19)
The chance to do something that makes use of my abilities.	59 (57,28)	44 (42,72)
The way organisational policies are put into practice.	33 (32,04)	70 (67,96)
My salary level and the amount of work I do.	28 (27,18)	75 (72,82)
The chances for advancement on this job.	33 (32,04)	70 (67,96)
My views and suggestions are respected.	44 (42,71)	59 (57,29)
The working conditions.	64 (62,14)	39 (37,86)
The way my co-workers get along with each other.	61 (59,22)	42 (40,78)
The feedback I get for doing a good job.	61 (59,22)	42 (40,78)
The feeling of accomplishment I get from the job.	63 (61,16)	40 (38,84)

Source: Authors

Following the above discussions, we can therefore conclude that the way employees comprehend organisational change and perceive it as beneficial to both the organisation and the workforce, determines the magnitude of their satisfaction which in turn promotes better performance. It is to be noted that the manner in which the change process is administered also directly influences employee attitudes in the workplace. Therefore, well administered change initiatives stimulate job satisfaction.

## 5. Conclusion and Recommendations

According to research it has been found that employees' attitudes towards organisational change affect

not only the success of the change process, but other important considerations for organisations such as employee's job satisfaction and commitment to and involvement in their work (Muzanenhano *et al.*, 2016).

Recommendations of this study are that any organisation that is involved in a change process should adopt the change management initiative model by Isa, Hin and Yunus (2011:109) which indicates that:

- An organisation must develop a new vision and a new faith in the workforce before it can approach the organisational change process. Managers must exhibit trust in the workers to



contribute to solving organisational problems, which in turn will translate into a trust relationship between management and workers.

- Change must be well articulated and communicated across the board for larger buy-in by all stakeholders. This will ensure that resistance to change is minimal and it is also crucial to have top management support.
- Reinforcement and compensation for change stimulates employees to voluntarily support change initiatives, which consequently enhance organisational competitiveness. Organisations are encouraged to consider offering their employees a wide range of rewards as a way of encouraging them to perform and accept change.
- Training is more effective when the reason for change is properly communicated as it assists employees to know how to effectively tackle change through knowledge and skills sharing.
- Participants in the change process need to be informed about progress and development occurring. Therefore, feedback should be used as an instrument to measure change more often.

Finally, it is to be noted that the nature, extent and magnitude of change vary from one organisation to the other. Therefore, if not well managed organisational change can have a negative impact on job satisfaction. Whereas properly instituted change management initiatives significantly enhance the process of change and its success. Taking into consideration the limitation in research and literature on organisational change focusing specifically on the public sector, one of the recommendations is to share this study with other public sector institutions to encourage research in those institutions; particularly those that have undergone organisational change.

In May of 2019, South Africans will be voting in the 6<sup>th</sup> general elections since the dawn of democracy in 1994. Following these elections, there might be an administrative change that equals change of leadership and subsequently, change of mandate. As already noted, most of the changes that have occurred in the NSG over the years were largely influenced by the change in the political mandate of the time. As it is the case, political mandates are influenced by the vision and strategy of the leadership

of the time. This change of leadership and political mandate may once again have an influence on the way the NSG does its business. The change, depending on the mandate, might be minor (for example, change in the funding model) or major (for example, business process reengineering); but whatever the size of the change, the organisation needs to properly consult, plan, communicate and execute the change plan with the involvement of all stakeholders. The recommendations as highlighted above need to be taken into consideration to ensure a smoother transition with less resistance, to the desired state.

## References

- Akhtar, N.M. & Rong, L.L. 2015. The impact of organisational change on job satisfaction, and intention to quit: A mediating role of psychological contract violation. *European Scientific Journal*, 11(29):1-10.
- Aziri, B. 2011. Job satisfaction: A literature review. *Management Research and Practice*, 3(4):77-86.
- Boles, J., Madupalli, R., Rutherford, B. & Wood, J.A. 2007. The relationship of facets of salesperson job satisfaction with affective organisational commitment. *Journal of Business and Industrial Marketing*, 22(5):311-321.
- Bulder, E. 2014. 'Individual attitudes towards organizational change the role of organizational change characteristics, social influence, and personality traits'. Master's Thesis. Tilburg University, Netherlands.
- Chen, J.M., Suen, M.W., Lin, M.J. & Shieh, F.A. 2016. Organisational change and development. Available at: [http://www.nacs.gov.tw/english/\\_files/1000216-301.pdf](http://www.nacs.gov.tw/english/_files/1000216-301.pdf). Accessed 17 January 2019.
- Christen, M., Iyer, G. & Soberman, D. 2006. Job satisfaction, job performance, and effort: A re-examination using agency theory. *Journal of Marketing*, 70:137-150.
- Fernandez, S. & Rainey, H.G. 2006. Managing successful organizational change in the public sector. *Public Administration Review*, 66(2):168-176.
- Gupta, R.P. 2016. Employee's attitude towards organisational change. *Journal of Dental and Medical Sciences*, 15(2):44-47.
- Husain, Z. 2013. Effective communication brings successful organisational change. *The Business and Management Review*, 3(2): 43-50.
- Isa, F.M., Hin, C.W. & Yunus, J.M. 2011. Change management initiatives and job satisfaction among Malaysian direct selling industry. *Asian Journal of Business and Management Sciences*, 1(7):106-121.
- Kreitner, R. & Kinicki, A. 2004. *Organisational Behaviour*. London: McGraw-Hill companies.
- Liu, S. & Norcio, R. 2008. Mediating effects of job characteristics on job satisfaction and organisational commitment of Taiwanese expatriates working in mainland China, *The Business Review*, 9:62-69.

- Madsen, S.R. 2009. Wellness in the workplace: Preparing employees for change. *Organisational Development Journal*, 21(1):46.
- Mangundjaya, W.L. 2015. Predictors of commitment to change: Job satisfaction, organisational trust and psychological empowerment. In: *Proceedings of the Second Asia-Pacific Conference on Global Business, Economics, Finance and Social Sciences (AP15Vietnam Conference)*. ISBN: 978-1-63415-833-6 Danang, Vietnam, 10-12 July 2015 Paper ID: V554.
- Mokgolo, M.M., Mokgolo, P. & Modiba, M. 2012. Transformational leadership in the South African public service after the April 2009 national elections. *SA Journal of Human Resource Management* 10(1):334-343.
- Muzanenhano, G.N., Allen-Ille, C.O.K., Adams, A. & Iwu, C.G. 2016. The relationship among change implementation, job satisfaction and organisational citizenship behaviour in the Business Process Outsourcing industry in South Africa. *Problems and Perspectives in Management*, 14(3-2):473-482.
- Osei-Bonsu, N. 2014. The impact of change management on job satisfaction of employees in Ghana's banking sector. *Problems of management in the 21st century*. 9(2):140-149.
- Pieterse, J.H., Caniels, M.C.J. & Homan, T. 2012. Professional discourses and resistance to change. *Journal of Organisational Change Management*. 25(6):798-818.
- South Africa. National School of Government (NSG). 2013. *Annual Report 2013/14*. Pretoria: NSG.
- South Africa. National School of Government. 2018. *Annual Performance Plan 2018-2019*. Pretoria: National School of Government.
- South Africa. National School of Government (NSG). 2019. *Change Management Strategy*. Pretoria: NSG.
- South Africa. South African Management Development Institution (SAMDI). 2008. *Annual Report 2007/2008*. Pretoria: SAMDI.
- South Africa. South African Management Development Institution (SAMDI). 2008. *Strategic Plan 2008/09-2010/11*. Pretoria: SAMDI.
- Struijs, P.C. 2012. 'Resistance to organisational change: The effects on job satisfaction and turnover intention and the moderating effect of emotion regulation strategies'. Master's Thesis. Tilburg University, Netherlands.
- Terry, D.J. & Jimmieson, N.L. 2003. A stress and coping approach to organisational change: evidence from three field studies, *Australian Psychologist*, 30(2):92-101.
- Wu, L. & Wu, M. 2011. Employee dissatisfaction with organisational change: An empirical study of a technology services company. *African Journal of Business Management*, 5(4):1304-1311.
- Yousef, D.A. 2016. Organisational commitment, job satisfaction and attitudes toward organisational change: A study in the local government. *International Journal of Public Administration*, 40(1):77-88.
- Zafar, F. & Naveed, K. 2014. Organizational Change and Dealing with Employees Resistance. *International Journal of Management Excellence*, 2(3):237-246.