

Is There a Causal Relationship between People's Experiences of Change and the Status of Change? Lessons from the Department of Correctional Services of South Africa

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Abstract

This treatise gives an account of transformational change within an offender correctional environment, which signifies a major paradigm shift from the punitive approach to the rehabilitative approach in terms of treating sentenced offenders. The focus of the study was on exposing the importance of the human dimension of transformational change, and this was done by establishing and exploring the relatedness of correctional officials' and offenders' experiences of the DCS transformational change to the status of the DCS transformational change. The exposition of this causal relationship between the experiences of change and the status of change was meant to show that unless managers pay serious attention to the human dimension of transformational change, organizations will never overcome the high failure rate in the implementation of organizational change initiatives. Limited empirical evidence on the critical role that the human factor plays in the success or failure of transformational change efforts has been blamed for change strategists' and change implementers' neglect of the human element in the transformational change planning and implementation process and consequently their inability to deal with change management challenges that crop up and which are associated with the human dimension of change. For purposes of contextualising the relatedness of experiences of change to the status of change within the setting of the Department of Correctional Services, an extensive literature study was undertaken. The literature study was followed by an empirical study whereby data was collected by means of two survey questionnaires, namely one for correctional officials, and the other for offenders. The study found that the experience of change exogenous variable had a significant influence on the status of change as an endogenous variable, thereby confirming that there was indeed a causal relationship between correctional officials' and offenders' experiences of the DCS transformational change and the status of the DCS transformational change.

Keywords: Change, organisational change, transformational change, change management, perceptions, status, emotional reaction, experiences, positive affect, negative affect, introspective-anxious affect, resistance

1. Introduction and Background

The desire for competitive advantage in their areas of performance in terms of either the production of goods or the delivery of services within the globalised operational environment, as a response to the changing and increasing needs of customers, deregulation, the globalisation of the economy and work, the increasing competition due to globalisation, the need to control costs and increase efficiency, as well as the fast pace of technological advancement (Corbeau & Sijts, 2005; Palmer, Dunford & Akin, 2009; Kohurt, 2010; Turner, 2011), has compelled organisations to engage in, and commit to, organisation-wide, paradigm-altering organisational changes on a frequent and continuous basis in terms of their human and non-human elements. When an organisation does not change, it becomes stagnant and subsequently irrelevant in the intensely competitive and globalised operational environment (Bourne & Bourne, 2002; Palmer, Dunford & Akin, 2009; Johnson, 2012). It is for this reason that Wharton Executive Education (2011) puts it that change is critical to organisational growth and survival, making it inextricably linked to both human life and organisational life. This qualifies change being regarded as the hallmark of organisational life (Lew & Eekhout, 2004), which encompasses both the modern private business environment, which is profit-making oriented and the public service organisational environment, which is service delivery-oriented.

However, despite the ever-increasing and continuous pace of change in organisations, available empirical

evidence points to the fact that the showing of organisations in terms of success in implementing transformational changes is not impressive at all. Balogun and Hope Hailey (2004), Bregman (2009), Lotich (2011) and Choi and Ruona (2011) argue that organisations are not at all succeeding in implementing and institutionalising change initiatives effectively. Recent empirical studies on the implementation of organisational change efforts point to the fact that the situation is not improving (Coetzee & Stanz, 2007; Alvesson & Svenningsson, 2008; Aiken & Keller, 2009; Turner, Hallencreutz & Haley, 2009; Turner, 2011).

The low success rate indicates the magnitude of the challenge facing managers within the realm of organisational change management. Quite a number of reasons have been advanced for the high failure rate in the implementation of organisational change initiatives. Van Tonder (2006) contends that the organisation, as a system, is made up of multiple systems amongst which are the person-system and the organisation-system. The person-system, as the name implies, relates to the human factor; while the organisation-system denotes the non-human factor, which entails processes, systems, equipment (e.g. technology), and structures. The bias towards the non-human aspects to the total neglect of the human element in the implementation of organisational change efforts is to blame for high failure rate. Therefore, acknowledging the human dimension of the organisation becomes a necessity if organisational change initiatives are to succeed.

Despite the growing acceptance of the importance of the human element within an organisation, which is seen as a vehicle for achieving organisational goals, managers seem to be dragging their feet in terms of giving due recognition and consideration to the same human element when it comes to the implementation of organisational change efforts. In the same way as people hold the key to the achievement of organisational goals, people also hold the key to the attainment of organisational change goals. It has been empirically established that people's emotional reactions to, and experiences of, change have a profound effect on change implementation in terms of the support for, or opposition to, change. This support for, or opposition to, the change effort being implemented determines whether the change effort being implemented will succeed or fail. Despite available empirical evidence which denotes that people emotionally react to and experience change differently (either positively or negatively), there is limited empirical literature on the relatedness of people's experiences of change (be they positive or negative) to the status of change in terms of success or failure.

1.1 Problem statement

The high failure rate in the implementation of organisational change efforts, which is compounded by the change strategists' and change implementers' neglect of the human dimension of change during change planning and implementation phases due to their lack of knowledge on the effect that the human element has on the change implementation process as a result of the lack of or limited empirical evidence on the significant role that the human element plays in influencing the direction of change in terms of success or failure, points to the magnitude of the challenge confronting organizational change scholars (in terms of producing more relevant evidence-based literature), change strategists, change agents, as well as change implementers (all in terms of enhancing their change management competences in terms of knowledge, skills, abilities, and attitudes required to facilitate change implementation for the better in order to turn around the unfortunate status of affairs of low success rate in change implementation.

1.2 Objectives

The objectives of this paper are:

- To highlight the importance of managing the human dimension of change as part of the organisation's change management strategy/plan;
- To establish, explore and highlight the relatedness of people's experiences of change to the status of change by drawing empirical evidence from the transformational change initiative implemented in the Department of Correctional Services of South Africa;
- To emphasise the critical role that managers should play in mitigating not only the psychological and emotional impact of transformational change efforts on the people, but the influence of people's experiences on the status of change in an effort to minimise their disruptive impact; and
- To reiterate the importance of decisive managerial intervention in order to ensure that there is minimal disruptive impact of people's negative experiences on the status of change.

1.3 Significance and contributions of the study

The findings of the study will add more empirical evidence to the literature on transformational change, particularly when it comes to impact of the experiences of change (be they positive or negative) on the people as well as on the status of change. The results of the study will be of great interest and benefit to change strategists, change implementers, change agents, organization development practitioners, change recipients, and managers generally in South Africa and globally who are charged with the overwhelming responsibility of driving and managing transformational change initiatives as part of organisations' efforts to maintain a competitive advantage in the intensely competitive and globalised operational environment. Furthermore, studying the human dimension of transformational change within an offender correctional environment from the perspective of both correctional officials (as employees who are change implementers and change recipients) and offenders (as change recipients) will develop and enrich managers' knowledge and understanding of the human dimension of transformational change, as this is the first study ever that has established and explored the human dimension of transformational change from a dual perspective in terms of internal stakeholders. Previous empirical studies have focused on only one internal stakeholder, namely the employees. Based on this, the results of the study will assist managers, not only in Correctional Services but in other organisations in the public and private sectors, in the effective and efficient facilitation of transformational change at personal level in a way that would contain and minimise the negative impact at personal and organisational levels.

2. Literature Study on the Relationship between the Perception of Change and the Status of Change

People's varying experiences of change during the implementation of organisational change initiatives is fast becoming a matter of interest to organisational change scholars (Van Tonder, 2006), as people in all organisations across the business spectrum are regarded as the primary inhibitors of change in all organisations across the business spectrum (Agboola & Salawu, 2011). The varying experiences of organisational change emanate from the different perceptions of organisational change and the different experiences of change lead to different change outcomes – success or failure (Refferty & Griffin, 2006; Ursiny & Kay, 2007). These varying experiences of change at individual level as well as their impact on the status of change make change management one of the challenging and daunting tasks of organisational leadership.

Puplampu (2005), Smollan (2006), and Van Tonder (2004b, 2008, 2009) suggest that the starting point in reversing the trend of high failure rate in the implementation of organisational change interventions lies in the creation of a deeper understanding of organisational change. This new understanding should focus, amongst other things, on how change is experienced at individual employee level, and how this informs organisation-wide changes in terms of success or failure, that is, the status of organisational change (George & Jones, 2001; Van Tonder, 2004b, 2009). It is at the level of the individual employee that individual responses to organisational change are formed, based on individual employee's perception of change, as well as experience of change (past experiences of change as well). Therefore, understanding employees' experiences of change is critical if employees' meaningful participation in organisational change efforts is to be enhanced and sustained (Walston & Chadwick, 2003).

Because experiences shape people's behaviors and attitudes towards organisational change, experiences, in addition to perceptions, play a role in evoking behavioral responses to organisational change in terms of whether there will be support for, or opposition to, the change (George & Jones, 2001; Van Tonder, 2004b, 2005, 2006, 2009), which may be explained in terms of reactions and resistance to change. On the side of negative attitudes towards organisational change, negative experiences of change serve to fuel people's resistance to change. This may lead to the failure of organisational change efforts. On the side of positive attitudes towards organisational change, positive experiences of change serve to facilitate the implementation of change initiatives. This may lead to the success of organisational change efforts. According to Plant (1987), the individual is regarded as the basic unit of change. This is corroborated by Tichy and Devanna (1990) who emphasise that the success of organisational change resides more in individual rather than organisational dynamics. Van Rooyen (2007)'s study on mergers and acquisitions revealed that 65% of these mergers and acquisitions fail as a result of people issues or culture clashes. This points to the fact that organisational change initiatives are affected by the state and context of change at individual level. It is for this reason that individual change is regarded as a precursor to organisational change.

The success of change at organisational level depends, *inter alia*, on a thorough understanding of how individuals within organisations perceive and experience change; and managers' ability to facilitate personal transition, that is, change at individual level (Van Tonder, 2004b). Given people's emotional reactions to the change (support for the

change underpinned by positive emotions, or opposition to the change as exhibited by negative emotions) (Kiefer & Briner, 2006), experiences of change do play a role in influencing the direction of the change – for the better (success) or for the worse (failure)(Wharton Executive Education, 2008). Negative experiences of change, which lead to negative emotional reactions to, contribute to opposition and resistance to change (Van Tonder, 2004b) and consequently the failure of organisational change efforts. On the other hand, positive experiences of change, which lead to positive emotional reactions to change, contribute to support for, and facilitation of, change (Van Tonder, 2004b), and consequently the success of organisational change efforts.

According to Vakola and Nikola (2005), employees' reactions to organisational change range from strong positive attitudes (which are necessary for change to be a success) to strong negative reactions (which could thwart or harm organisational change initiatives). Therefore, the need to develop a deeper and greater understanding of perception, interpretation and experience of change at individual level remains a challenge for managers in all organisations. This understanding is necessary in order to ensure that employees are taken on a journey of personal transition. Therefore, people's experiences of the change (past and current change efforts) also play a determining role in terms of the direction of the change. Negative experiences intensify opposition to the change, while positive experiences enhance support for the change (Van Tonder, 2004b). Change has a significant effect on people as individuals and as groups (intrapersonal and interpersonal impact) (Johnston, 2008; Paton & McCalman, 2008; Dahl, 2010; Kohurt, 2010; Scandura, 2011). Szamosi and Duxbury (2002) indicate that organisational change is a phenomenon that intrigues, excites, scares, mystifies, and challenges people as individuals or groups in all organisations. Vakola and Nikola (2005) believe that employees' reactions to organisational change efforts as informed by their perceptions and experiences of those change efforts lead to the facilitation or thwarting of organisational change efforts.

Negative experiences of organisational change (personal and organisational) evoke negative emotional reactions that lead to resistance against organisational change. For this reason, one may posit that negative experiences hinder organisational change. Hence the high failure rate in the implementation of major organisational change efforts. On the other hand, positive experiences of organisational change (personal and organisational) evoke positive emotional reactions that galvanise and mobilize support for change. Positive experiences facilitate implementation of organisational change initiatives. They build the required support for change. For this reason, one may argue that positive experiences do contribute to the success of organisational change efforts.

3. Methodology

This study utilised a two-pronged research approach, which encompassed a literature study and a quantitative empirical study. Methodologically, the study applied a mixed approach in that three types of research designs, namely the exploratory design, the survey design, and descriptive design were utilised.

3.1 Sample, sampling method and population

A random, purposive and probability samples of 1000 and 500 out of 7593 correctional officials and 13 520 offenders respectively in the KwaZulu-Natal Region of the Department of Correctional Services of South Africa were utilised.

3.2 Research procedure

The procedure followed in the execution of this empirical study entailed conducting a pilot study, administering the research instruments, and scoring the responses. The empirical data was collected by means of two survey questionnaires, one for correctional officials and the other for offenders. A 5-point Likert type response scale was utilised in the two questionnaires to measure correctional officials' and offenders' emotional reactions to and experiences of transformational change.

3.3 Statistical analysis

The statistical analysis was conducted in two phases. Phase 1 focused on descriptive statistics with a view to providing proof that the two questionnaires used as measuring instruments were reliable and valid for the purpose of this study. In terms of sample statistics, frequency analysis was utilised to describe the sample obtained, as suggested by Kerlinger (1992). The responses on both questionnaires were subjected to factor analysis in order to determine the factor structure

of the two measuring instruments. To determine the adequacy and sphericity of the intercorrelation matrix, the Kaiser-Meyer-Olkin (KMO), measure of sampling adequacy (MSA) and the Bartlett's test of sphericity were conducted. A reliability analysis was also conducted on the measuring instruments with the purpose of calculating a reliability coefficient (Cronbach Alpha). Phase 2 dealt with inferential statistics through the utilisation of Structural Equation Modelling (SEM), which was employed to measure the existence of relationships between variables.

3.4 Response rate

The return rate of 71.3% and the frequency rate of 98.2% for valid responses were recorded for correctional officials. For the offenders' sample, the return rate of 58.2% and the frequency rate of 97.6 for valid responses were recorded.

3.5 Structural integrity of measuring instruments

Face validity: The inspection of the individual items on both questionnaires reveals high face validity. **Content validity:** The contents of the questionnaire are relevant to the research question dealing with the relatedness between correctional officials' and offenders' experience of the DCS transformational change to the status of the DCS transformational change. **Construct validity:** Based on results of face validity and content validity, it can be concluded that the two questionnaires utilised in the study measured what they were designed to measure in terms of the emotional reactions and experiences of the DCS transformational change.

3.6 Reliability analysis

The suitability of data for factor analysis was assessed using the KMO measure of sampling adequacy and the Bartlett's test for sphericity. A result of 0.6 and higher is always required from the measure of sampling adequacy (MSA) for it to be acceptable for factor analysis purposes (Hair, Anderson, Tatham, & Black, 2003; Hair, Anderson, Tatham & Black, 2006; Tabachnick & Fidell, 2007). The data sets in respect of correctional officials complied with the requirements of sampling adequacy and sphericity in that the KMO MSA value for the experience of DCS change variable was .939, which is highly significant because it is well above 0.6 recommended value. For the offender variables, the data sets also complied with the requirements of sampling adequacy and sphericity in that the KMO MSA value obtained for the experience of DCS change variable was .876, which indicates high significance. Lastly, the Bartlett's test of sphericity values (that is, Sig. values) should be .05 or smaller. Therefore, it is significant to note that the Bartlett's test values for both correctional officials and offenders reached statistical significance ($p=0.000$), thereby supporting the factorability of the correlation matrices.

Regarding internal consistencies of extracted factors, the statistics reflected a Cronbach alpha coefficient of .921 from 19 items for the negative emotional reaction and experience of the DCS change and .928 from 15 items for the positive emotional reaction and experience of the DCS change from the perspective of correctional officials. For the offenders, the statistics shows a Cronbach alpha coefficient of .912 from 17 for the negative affect; .898 from 13 items for the positive emotions; and .672 from 5 items for the Introspective-anxious affect. It is significant to note that the Cronbach alpha coefficients indicated that the two measuring instruments have acceptable reliability and consistency in terms of measuring emotional reactions and experiences of the DCS change that they were designed to measure.

4. Data Analysis and Discussion of Findings

4.1 Relationship between the experience of the DCS change and the status of the DCS change

The hypothesised structural models captured below (Figures 1 and 2) move from the premise that there is a relationship between the experience of the DCS change and the status of the DCS change from the perspective of both correctional officials and offenders. The hypothesized structural models postulate a relationship in which the experience of the DCS change (as a predictor variable) influences or causes changes in the status of the DCS change (as an outcome variable).

4.1.1 Correctional officials' perceived relationship between the experience of the DCS change and the status of the DCS change

The perceived relationship between the experience of the DCS change and the status of the DCS change by correctional officials is graphically represented below (Figure 1). The graph hypothesises that there exists a relationship between correctional officials' experience of the DCS change and the status of the DCS change. This is a causal relationship in which the experience of the DCS change influences or causes a change in the status of the DCS change (the one-headed arrow from the experience of the DCS change into the status of the DCS change indicates this causal relationship). The graph also entails latent factors associated with both the independent variable (the experience of the DCS change) and the dependent variable (the status of the DCS change) and how these factors are interrelated.

The following table (Table 1) captures standardized estimates which summarise the relationship between the status of the DCS change (represented by two factors – F1 and F2) and the experience of the DCS change (represented by two factors as well – F5 and F6).

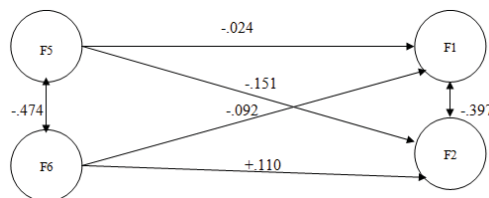
Table 1: Standardized Estimates: Relationship between the Experiences of the DCS Change and the Status of the DCS Change – Correctional Officials

Factors		
	Factor 5 (Negative affect)	Factor 6 (Positive affect)
Factor 1 (Perceived effectiveness of correctional centers as rehabilitative institutions) =	-.024	-.092
Factor 2 (Orientation towards (treatment of) offenders) =	-.151	+.110

- Note:
1. Correlation scale used to determine the existence of a relationship.
 2. The value of standardised estimates used to determine the magnitude of the relationship.
 3. The null hypothesis is that the correlation coefficient is equal to zero ($r = 0$).
 4. The alternative hypothesis is that the correlation coefficient is greater than zero ($r > 0$).
 5. The plus or minus sign determines the direction of the relationship.
 6. The larger the coefficient of an IV, the larger the observed influence on the DV.

The following graph depicts the relationships among the two factors constituting the perception of the DCS change on one side, and the two variables constituting the status of the DCS change on the other.

Figure 1 Relationships among Latent Factors: Experience and Status of the DCS Change (Correctional Officials)



4.1.1.1 Strength or magnitude of the relationship

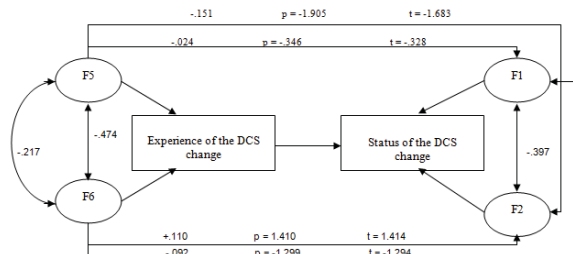
The relationship between the negative affect latent variable of the experience of DCS change exogenous variable and the perceived effectiveness of correctional centers as rehabilitative institutions latent variable of the status of DCS change endogenous variable is very weak/small/low ($r = -.024$). The relationship between the negative affect and the orientation towards (treatment of) offenders is weak/small/low ($r = -.151$). On the other side, the relationship between the positive affect on one hand, and the perceived effectiveness of correctional centers as rehabilitative institutions and the orientation towards (and treatment of) offenders on the other, is very weak/small/low ($-.092$) and weak ($+.110$) respectively. This points to the fact that the experience of change latent variables has less influence/effect on the status of change latent variables. This is despite the fact that there is a strong and reliable linear link between the negative and positive affect latent variables in terms of the correlation coefficient ($-.474$) and the covariance coefficient ($-.217$).

4.1.1.2 Statistical significance

All the relationships between the latent variables of the experience of change exogenous variable and the latent variables

of the status of change endogenous variable have been found to be statistically insignificant ($p = -.346$ and $t = -.328$; $p = -1.905$ and $t = -1.683$; $p = 1.410$ and $t = 1.414$; $p = -1.299$ and $t = -1.294$). This statistical insignificance means that there is no variation in the status of change (as an endogenous variable) as a result of the influence of the experience of change (as an exogenous variable). The experience of DCS change has no effect of the status of DCS change which can be viewed as statistically and practically significant.

Figure 2 Structural Model for Correctional Officials: Experience of the DCS Change and the Status of the DCS Change



- Note:
1. F1 = Perc-eff; F2 = Ori-treat; F5 = Neg-aff; F6 = Pos-aff.
 2. Correlations significant at $t > 1.96$ ($p > .05$) or ($t > 2.56$) ($p > .01$) (Harrell, 2001).
 3. The higher the correlation, the better the reliability.
 4. A correlation of zero means that one variable cannot be predicted from the other without a large error.
 5. The null hypothesis is equal to zero.
 6. The alternative hypothesis is greater than zero.
 7. A large correlation coefficient is significant.
 8. Non-significant correlation means meaningless prediction of one variable from the other.
 9. Significant correlation below .7: real but weak relationship with much error of prediction.
 10. Significant correlation above .7: strong relationship with moderate error of prediction.
 11. Significant correlation above .9: very strong relationship with good accuracy of prediction.
 12. Null hypothesis to be rejected if p-value is less than the significance level ($p < t$)
 13. There is a statistically significant relationship if the null hypothesis is rejected.
 14. A small t-value and a big p-value means that there is no significant difference between null hypothesis and alternative hypothesis – non-significant relationship.
 15. A big t-value and a small p-value means that there is significant difference between null hypothesis and alternative hypothesis – significant relationship.
 16. Curved double-headed arrow represents covariation between the two latent variables.
 17. Straight double-headed arrow represents correlation between the two latent variables.

(Upton & Cook, 2006)

The results indicate that there is a relationship between all latent factors of both the experience of the DCS change and the status of the DCS change. These do suffice as an indication that there is a causal relationship between the experience of the DCS change and the status of the DCS change as independent and dependent variables respectively. Therefore, the existence of a relationship between the experience and the status of the DCS change from the viewpoint of correctional officials is proof that correctional officials do experience the DCS change.

4.1.2 Offenders' perceived relationship between the experience of the DCS change and the status of the DCS change

The perceived relationship between the experience of the DCS change and the status of the DCS change by offenders is graphically represented below (Figure 3). The graph hypothesises that there is a relationship between offenders' experience of the DCS change and the status of the DCS change. This is a causal relationship in which the experience of the DCS change influences or causes a change in the status of the DCS change (the one-headed arrow from the experience of the DCS change into the status of the DCS change indicates this causal relationship). The graph also incorporates latent factors associated with both the exogenous variable (the experience of the DCS change) and the endogenous variable (the status of the DCS change) and how these factors are related to one another.

The following table (Table 2) captures standardised estimates which summarise the relationship between the status of the DCS change (represented by two factors – F6 and F7) and the experience of the DCS change (represented by three factors – F1, F2 and F3).

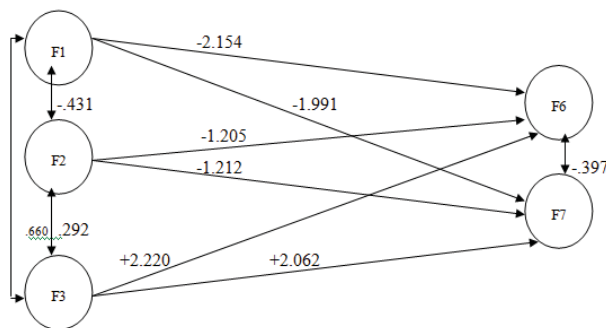
Table 2: Standardised Estimates: Relationship between the Status of the DCS Change and the Experience of the DCS Change – Offenders

	Factors		
	Factor 1 (Negative affect)	Factor 2 (Positive affect)	Factor 3 (Introspective-anxious affect)
Factor 6 (Treatment of offenders) =	-2.154	-1.205	+2.220
Factor 7 (Perceived effectiveness of correctional centres as rehabilitative institutions) =	-1.991	-1.212	+2.062

- Note:
1. Correlation scale (Table 5.19) used to determine the existence of a relationship.
 2. The value of standardised estimates used to determine the magnitude of the relationship.
 3. The null hypothesis is that the correlation coefficient is equal to zero ($r = 0$).
 4. The alternative hypothesis is that the correlation coefficient is greater than zero ($r > 0$).
 5. The plus or minus sign determines the direction of the relationship.
 6. The larger the coefficient of an IV, the larger the observed influence on the DV.

The following graph depicts the relationships among the two factors constituting the perception of the DCS change on one side, and the two variables constituting the status of the DCS change on the other.

Figure 3: Relationships among Latent Factors: Experience and Status of the DCS Change (Offenders)



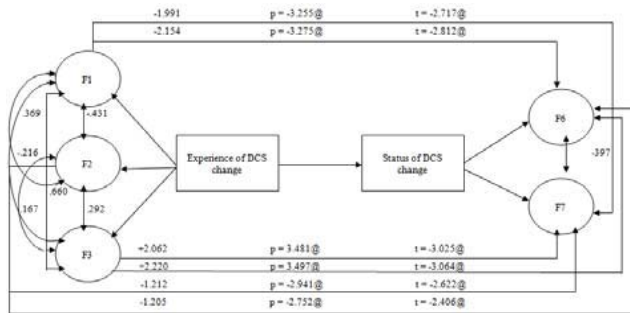
4.1.2.1 Strength or magnitude of the relationship

All the relationships between the three latent variables of the experience of change exogenous variable and the two latent variables of the status of change endogenous variable are strong and reliable. The correlation coefficients, as indicated in the Figure 4 below, are high, pointing to the strength and reliability of the correlations. The magnitude of these relationships suggests that all three latent variables of the experience of change exogenous variable have strong influence/effect on the status of change latent variables as a result of the strong and reliable link between them. This is further reinforced by the strong linear link between the three latent variables of the exogenous variable in terms of correlation coefficients and covariance coefficients which point to reasonable and reliable correlation and covariation between pairs of the said latent variables.

4.1.2.2 Statistical significance

All the relationships between the experience of change latent variables and the status of change latent variables have been found to be statistically significant. As indicated in Figure 4 below, all correlations are significant at $t > 1.96$ if $p > .05$ or at 2.56 if $p > .01$. These statistically significant relationships point to the fact that the experience of DCS change exogenous variable has a profound influence or effect on the status of DCS change endogenous variable such that there is a noticeable variation in the status of DCS change variable as a result of the influence of the experience of DCS change variable.

Figure 4: Structural Model for Offenders: Experience of the DCS Change and the Status of the DCS Change



- Note:
1. F1 = Neg-aff; F2 = Pos-aff; F3 = Intro-anx-aff; F6 = Treat-off; F7 = Perc-eff.
 2. Correlations significant at $t > 1.96$ ($p > .05$) or ($t > 2.56$ ($p > .01$) Harrell, 2001).
 3. The higher the correlation, the better the reliability.
 4. A correlation of zero means that one variable cannot be predicted from the other without a large error.
 5. The null hypothesis is equal to zero.
 6. The alternative hypothesis is greater than zero.
 7. A large correlation coefficient is significant.
 8. Non-significant correlation means meaningless prediction of one variable from the other.
 9. Significant correlation below .7: real but weak relationship with much error of prediction.
 10. Significant correlation above .7: strong relationship with moderate error of prediction.
 11. Significant correlation above .9: very strong relationship with good accuracy of prediction.
 12. Null hypothesis to be rejected if p-value is less than the significance level ($p < t$).
 13. There is a statistically significant relationship if the null hypothesis is rejected.
 14. A small t-value and a big p-value means that there is no significant difference between null hypothesis and alternative hypothesis – non-significant relationship.
 15. A big t-value and a small p-value means that there is significant difference between null hypothesis and alternative hypothesis – significant relationship.
 16. Curved double-headed arrow represents covariation between the three latent variables.
 17. Straight double-headed arrow represents correlation between the three latent variables.

(Upton & Cook, 2006)

The results indicate that there is a relationship between all latent factors of both the experience of the DCS change and the status of the DCS change. These do suffice as an indication that there is a causal relationship between the experience of the DCS change and the status of the DCS change as independent and dependent variables respectively.

4.1.3 Comparing and contrasting correctional officials' and offenders' perceived relationship between experience of the DCS change and status of the DCS change

When interrogating and comparing empirical findings in terms of Figure 2 and Figure 4, it is clear that there are striking differences more than similarities between correctional officials and offenders regarding the perceived relationship between the experience of DCS change and the status of DCS change. One striking difference is that the correlation coefficients marking the relationship between the experience of DCS change and the status of DCS change on the side of correctional officials are very low (the highest is $r = -.151$ and the lowest is $r = -.024$), thereby indicating that the relationship between the two variables is very low/small/weak. Whereas on the side of offenders, the correlation coefficients are high (the highest is $r = +2.220$ and the lowest is $r = -1.205$), thereby pointing to a strong relationship. Second, not a single relationship has been found to be statistically significant on the side of correctional officials (see Figure 2). And yet, on the side of offenders all relationships have been found to be statistically significant (see Figure 4). The issue of a very weak/small/low (almost negligible) relationship between the experience of DCS change and the status of DCS change on the side of correctional officials indicates that the relationship is not reliable. Readers should remember Upton & Cook (2006)'s principle that the higher or larger the correlation coefficient, the more stronger the relationship. And the more stronger the relationship, the more reliable it is. If one applies this principle to this case of the offenders it means that the lower or smaller the correlation coefficient, the more weaker the relationship. And the more weaker the relationship, the more unreliable it is. This is what one can infer from interrogating empirical findings

regarding correctional officials' perceived relationship between the experience of DCS change and the status of DCS change. The observed relationships are very weak, unreliable and basically insignificant.

But on the side of offenders, the relationships are strong, reliable and significant. It means that the two variables are not totally independent – one is influenced by the other. And in this case, the status of change variable is not independent. It is influenced by the experience of change variable and as such, the experience of change variable has been confirmed as an independent or exogenous variable; while the status of change variable has been endorsed as a dependent or endogenous variable.

On the issue of statistical significance, the empirical findings regarding correctional officials mean that the existence of a relationship between the experience of DCS change and the status of DCS change in the population (of the sample) cannot be guaranteed. However, on the side of offenders, the statistical significance of all the relationships means that the observed relationship between the experience of DCS change and the status of DCS change is highly likely to be found in the population of study. The statistical significance of the findings means that the observed relationship did not occur by chance. Another striking similarity, which is worth noting, is that both groups concur that the DCS change has put them through negative and positive emotional experiences. Regarding negative emotional experiences, both subjects of study share the same negative emotions such as being angry, sad, miserable, furious, bewildered, fearful, depressed, afraid, nervous, weary, puzzled, bitter and hostile. The agreement on these negative emotions is quite important because it vindicates or corroborates what the reviewed literature has highlighted that change evokes negative emotional reactions on the part of people (Wheeler, Johnson & Parsons, 2001; Walston & Chadwick, 2003; Van Tonder, 2004b, 2004d; Lines, 2005; Svensen, Neset & Eriksen, 2007).

Still on the issue of negative emotions, one difference between correctional officials and offenders which is worth noting is that correctional officials have also added (emotions that have not been mentioned by offenders) that the DCS change has also made them to feel confused, tired and resentful. The finding that the DCS change evoked these three emotions on the part of correctional officials but did not evoke similar emotions on the part of offenders is an important point. It is important because it says that there can be differences in terms of negative emotional reaction between change implementers and change recipients. Correctional officials, as change implementers, have been left confused by the DCS change. The feeling of confusion means that there is something the correctional officials, as implementers of the DCS change, are not clear about concerning the DCS change. This requires the DCS change strategists to clarify certain issues around the change so as to clear the confusion experienced by correctional officials, thereby paving a way for the DCS change effort to move forward in terms of implementation. The sense of confusion underlies the other two emotions – tiredness and resentment. Because correctional officials are not clear about certain aspects of the DCS change, they become tired of implementing something that they are not clear about. Hence the resentment, which then retards the DCS change implementation process.

Therefore, these three emotions are important for the reason that they serve to separate correctional officials (as DCS change implementers) from offenders (as DCS change recipients). This suggests that correctional officials, as implementers and drivers of the DCS change and unlike offenders as change recipients, are bound to experience these three negative emotions by virtue of their role as implementers. Their role requires that correctional officials should be clear about the DCS change effort (vision, mission, values and process). If they are not or there are doubts, they are bound to get confused. And once they get confused, they will get frustrated. Once they get frustrated, they will get tired of implementing something that they do not know and own fully. And once they become tired, they adopt a resentful attitude towards the very change they are tasked to implement.

On the other hand, the DCS change has made offenders to be thoughtful and jittery as part of their negative emotional reaction. This can be linked to offenders' perception of the DCS change that although they perceive the change as a good change effort desired for the future success and effectiveness of the Department of correctional Services at correctional centre level, but offenders are worried about the poor management of the change process. This is the reason why a sense of thoughtfulness and jitter has crept in on the part of offenders. This can also be linked to correctional officials' sense of confusion, tiredness and resentfulness, that when the DCS change process does not move forward because correctional officials are confused, tired and resentful, offenders become thoughtful and jittery. Regarding positive emotional reaction, the study's findings indicate that correctional officials and offenders share the same positive emotions insofar as the DCS change is concerned. Both groups agree that the DCS change has evoked in them such positive emotions as being at ease, alive, excited, happy, calm, pleased, sober, energetic, peaceful, interested, proud, inspired, and strong. In addition to positive and negative emotional reaction to the DCS change, the study has revealed that offenders (and offenders alone) have also reacted to the DCS change introspectively-anxiously, experiencing such emotions as being serious, thinking a lot, and anxious. Correctional officials' emotional reaction is only

limited to the two kinds of emotions referred to above, i.e., negative and positive emotions; whereas offenders' emotional reaction to the DCS change is underpinned by three kinds of emotions, i.e., negative, positive and introspective-anxious emotions.

4.1.4 Concluding comments on the perceived relationship between experience of the DCS change and status of the DCS change (correctional officials and offenders)

The comparison of empirical findings between correctional officials and offenders regarding the perceived relationship between the experience of the DCS change and the status of the DCS change has highlighted that the experience of DCS change vis-à-vis the status of DCS change part of the measurement model is a good model on the side of offenders and not a good model on the side of correctional officials due to lack of statistical significance. As the findings are, the experience of change is a good predictor of the status of change from the perspective of the offenders. But from the side of correctional officials, the experience of change is not a good and reliable predictor of the status of DCS change. The lowest R^2 values (standardised regression coefficients or coefficients of determination) are a cause for concern. For the offenders' part of the measurement model, all the R^2 values are reasonably high, thereby indicating that the experience part of the measurement model accounts for a larger proportion of the variance in the measured items. One can therefore conclude that the experience of DCS change vis-à-vis the status of DCS change part of the measurement model appears sound for purposes of predicting the relationship between the experience of DCS change and the status of DCS change.

Based on the above empirical findings, the following theoretical perspective emerges:

There is a one-way causal relationship between people's experiences of change and the status of change, which can be diagrammatically represented as follows:



The above-named theoretical perspective moves from the premise that the experience of change (independent variable) exerts an influence or impact on the status of change (dependent variable). People's experiences of change before (based on past change effort experiences) and during the implementation of the change effort determine the direction that change will take. It is people's experiences (past and current) that determine whether the implementation of a change intervention will succeed or fail. Therefore, people's experiences (affective and cognitive) are the cause for the success or failure of change initiatives. For this reason, the experience of change (positive or negative) does influence or determine the status of change.

The above framework can be broken down into two subordinate perspectives as follows:

4.1.4.1 *That there is a one-way causal relationship between people's positive experiences of change and the success (positive status) of change efforts.*

The above perspective suggests that positive experiences of change contribute to success in the implementation of change efforts. The perspective suggests that positive experiences lead to the successful implementation of organisational change efforts as people support the change. This is based on the fact that when people have had positive experiences about change, they will support the new change, thereby contributing to its success. Therefore, positive experiences become the main reason behind successful implementation of change efforts. They stand at the centre of the success of change efforts.

4.1.4.2 *That there is a causal relationship between people's negative experiences of change and the failure (negative status) of change efforts.*

This perspective points to the fact that people's negative experiences of change lead to failure in the implementation of change interventions. The perspective suggests that negative experiences cause the failure of organisational change efforts as people resist the change. This assertion is based on the fact that when people have had negative experiences about change, they will do everything in their power to resist any new change initiative and in this way, progress in implementation is thwarted and hampered. Hence the high failure rate in the implementation of major organisational

change efforts. Therefore, people's negative experiences must be counted amongst factors that are regarded as causes for the failure of organisational change efforts. What the theoretical perspective also says is that the status of change has no influence on people's experience of change.

4.2 Implications for organisations

- First, the findings point to the importance of striking a balance between the non-human factor and the human factor insofar as the management of organisational change initiatives is concerned. This is so because the findings on the relationship between correctional officials' and offenders' experiences of the DCS change and the status of (that is, progress with) the DCS change have highlighted the importance of the human dimension in the management of change. The foregoing suggests that people's experiences of change do influence or determine the status of change. This suggests that without due recognition to the human element, success in the implementation of organisational change initiatives, including transformational changes in the Department of Correctional Services of South Africa, will never be realised. Underestimating the human element and human potential is a major mistake by managers (Kinsey, 2000).
- The second implication is that in considering the importance of the human dimension as a building block for the success of organisational change initiatives, managers need to give due consideration to the importance of managing people's experiences of change. It is people's experiences that influence the direction of change. Positive experiences facilitate change, thereby leading to the success of change. Negative experiences hinder, harm, or derail change, thereby leading to the failure of change (Seijts & Roberts, 2011). Given the above, it means that managers who facilitate or manage people's experiences properly do so for the good of their organisations in terms of ensuring the success of change initiatives. On the other hand, managers and organisations that ignore employees' emotional reactions to the change as part of their experiences of change do so at their own peril. Organisations that need to ensure improved business performance through the successful implementation of transformational change efforts should ensure the effective management of the impact of people's change experiences on the organisational change process (Seijts & Roberts, 2011).
- The third implication of the findings on the relatedness of experiences to the status of the change relates to the impact of change. What this suggests is that for managers to be able to facilitate and ensure the successful implementation of organisational change initiatives, they need to ensure the effective management of the personal impact of change. George and Jones (2001); Macri, Tagliaventi and Bertolotti (2002); and Becker (2007) emphasise that the emotional impact of change cannot be ignored if managers and organisations are to ensure a successful change process. To manage the impact of organisational change on individual employees, managers need to gain a deeper and broader understanding of the dynamics of the personal impact of change in terms of the different emotional reactions that are evoked. This understanding is necessary if managers are to cope well with the task of assisting employees to cope with the change (Nickols, 2010). It is on the basis of the importance of managerial intervention that Van Tonder (2004a) emphasises that employees would be able to find stability and security as persons in terms their emotions if and when they are taken on a journey of personal transition based on their concerns and expectations. Subjecting individual employees to change in order to change their mindset is also reiterated by Anderson and Ackerman-Anderson (2001) who indicate that the transformation of the mindset is a prerequisite to sustained change in organisations. For Burke Warner (2002), leading the organisation in a new direction through change means reshaping employees' view of the world. The same sentiments are also expressed by Miller (2004) who argues that due to the fact that organisational change is about people, nothing will significantly change if people, as individuals and as groups, do not change.
- Considering the above, the findings imply that people within organisations are the main source of organisational change failures, which in turn makes people an organisational change risk (Allen, Jimmieson, Bordia & Irmer, 2007). One can conclude that the findings of the study regarding the perceived current status of the DCS change are related to the findings in respect of the personal impact of the DCS change. The study findings in respect of the two research questions suggest that the individual employee within the organization is the fundamental building block for organisational change (Plant, 1987). Individual change has to serve as a precursor to organisational change. It is for the same reason that Tichy and Devanna (1990) emphasize that the success of organisational change resides more in individual rather than organisational dynamics. The success of organisational change depends largely on managers managing employees' emotions and

experiences of change. This would minimise resistance to organisational change initiatives, thereby facilitating the implementation of organisational change efforts.

5. Conclusion

The empirical findings presented in this paper point to the fact that the success of transformational change efforts depends on the successful mitigation and reinforcement of negative and positive experiences respectively at individual level through decisive managerial intervention. The findings have also highlighted the fact that change is rooted mainly in individual dynamics rather than organisational dynamics. This is based on the fact that change is experienced differently by different people as at personal level and as such, varying experiences underpinned by varying emotions, be they positive or negative, are exhibited by people. These varying experiences characterised by varying emotions influence the direction or status of change differently. Positive experiences underpinned by positive emotions have a positive influence on the status of change, thereby leading to the successful implementation of transformational change initiatives. On the other hand, negative experiences characterised by negative emotions exert a negative effect on the direction or status of change, thereby leading to the unsuccessful implementation of transformational change efforts. Therefore, one may conclude that the existence of a causal relationship between the people's experiences of change and the status of change means that success in change implementation can be ensured through effective management of people's experiences. Based on this, one may argue that effective mitigation of people's negative experiences as a change risk in order to minimise their negative impact on change implementation holds the key to the successful implementation of transformational change efforts.

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