

Workers' Views on NamPower's Major Organisational Change: Drawing on Theory to Guide Practice

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Abstract: Energy could be a serious constraint to Namibia's industrialisation aspirations. To keep pace with growing demand for energy and the dynamics of energy production technology, NamPower has made organisational change a feature of its management style. This paper examines recent efforts at implementing a major organisational change at NamPower by reflecting what was done in the light of current knowledge. Kotter's (1995, 2007) eight-step change model provided the theoretical backdrop. The main findings were that NamPower's management established the need for change through discussion, persuasion, and encouragement; presented a clear vision of the impact of change on the organisation; and developed strategies to guide workers. However, individual risk-taking necessary for change to be effective was not encouraged, and the main driver of change from workers' perspective – the benefits that would accrue to workers from change and that therefore motivate workers to embrace change – was neither discussed nor even communicated. The reward system also tended to ignore rank and so was considered unfair. These issues need to be addressed for management to steer NamPower to meet the energy requirement for Namibia's development aspirations.

Keywords: NamPower; Organisational change; Need for change; Benefits from change

JEL Classification: D23, D78, L94, M14

1. Introduction

For a resource-dependent economy like Namibia, reliable and affordable energy is vital for economic growth and development and, therefore, for poverty alleviation and improvements in wellbeing, especially if these are to spread to the rural majority. This need for energy is what makes NamPower, the national power utility company charged with generating, transmitting and trading energy, critical to achieving the country's socio-economic aspirations – enshrined in the country's Vision 2030, from where they are distilled into the current Fourth National Development Plan. However, for NamPower to deliver on these expectations, its management must move with the time – as both production technology and demand for energy change rapidly – which would make planning and implementing organisational change important and permanent features of NamPower's management style.

This paper juxtaposes NamPower's attempt at implementation of major organisational change with the ingredients of the menu in the literature in the hope of identifying areas where improvements could be made for future organisational change efforts to have even better chances of success. It will answer the following organisational change-related questions, using survey data collected from the staff of NamPower and captured on a five-point Likert scale:

- Did the management of NamPower establish the need and urgency for organisational change?
- To what extent did the managers at NamPower motivate employees and mobilize commitment towards change?
- To what extent did the management of NamPower take the key factors that have been identified in the literature into consideration in their implementation of major organisational change?
- What is the attitude of NamPower employees towards the organisational change implementation approach adopted by their management?

The rest of the paper is organised as follows: Section 2 reviews some of the literature on organisational change and change management and identifies the key factors that must characterise any successful organisational change effort; Section 3 describes the methodology that was adopted for the study; Section 4 presents the results of the survey and discusses the findings in the light of the literature and in a way that reveals the extent to which the management of NamPower included the key factors recommended in the literature; and Section 5 concludes with recommendations on how change management at NamPower could be brought closer to the guidelines suggested by prevailing scholarship for better outcomes.

2. Literature Review

In this era of globalisation, competition and innovation have combined to redefine market structures, reshape industries and give customers unprecedented value and choice, putting tremendous pressure on organisations to make radical changes to organisational design and culture to be more proactive in the market – to be more ‘market driven’ – and thus grow (Egan and Thomas, 2005; Biedenbacha and Soumlerholma 2008; Armenakis and Harris, 2009; Appelbaum et. al., 2012). Because change has become a continuum in the business arena (Dawson, 2003, p. 48; Van Tonder, 2004, p. 232; Gilley et al., 2009) – or as Weick and Quinn (1999) had put it, “change never starts because it never stops” – adapting to manage change effectively has also become a continuum. These facts, to some extent, explain NamPower's concerns about and effort at implementation of organisational change to improve efficiency and effectiveness. This section will glean from the literature issues that should be considered and procedures that should be followed for major organisational change efforts to be successful. The results from this search will provide guidelines that NamPower could use to improve the outcomes of future organisational change efforts.

Implementing change effectively in business organisations has its challenges as shown by the high failure rates (Kondel, 2004; Todnem, 2005; Kotter, 2008; Armenakis and Harris, 2009; Whelan-Berry and Somerville, 2010). This failure rate may be explained by Todnem's (2005) observation that the change management landscape consists of “a wide range of contradictory and confusing theories and approaches”, which mostly lack empirical evidence and are often based on unchallenged hypotheses regarding the nature of contemporary organisational change management, and so tends to be reactive, discontinuous and ad hoc. This makes acquiring the necessary skills for discerning and using appropriate organisational change models important for success (Richesin,

2011). Some of the change management models/theories that have stood the test of time are: Lewin's (1947) unfreezing the present state and learning new behaviours to bring about the desired changes; Lippitt et al.'s (1958) extension of Lewin's (1947) theory into a seven-step theory that focused on the various roles of the change agent rather than on the change itself; Kotter's (1995, 2007) eight-step model for effective implementation of change.

Richesin (2011) recommends Kotter's model as one that has been used as a guide in the change efforts of over 150 major international corporations including Capital One, Coca-Cola Company, Dell Inc., Estee Lauder Companies, Merrill Lynch, MTV, and the World Bank; and one that has helped corporate leaders in these organisations to build capacity to drive transformation. It is upon this recommendation that the Kotter model is adopted for evaluating NamPower's effort at organisational change.

The eight steps of Kotter's model are: 1. Establishing a sense of urgency for change; 2. Forming a powerful guiding coalition; 3. Creating a vision; 4. Communicating the vision; 5. Empowering others to act; 6. Planning for and creating short-term wins; 7. Consolidating improvements and sustaining the change; and 8. Institutionalising the new approaches. These eight steps were meant to be followed one after the other in sequence; each step building on the previous one, for, as Kotter (1995, p. 83) explains, "Whenever you leave one of the steps in the 8-step change process without finishing the work, you usually pay a big price later on".

Kotter's (1995) 8-step change model was used as a benchmark for evaluating an organisational change initiative that was meant to improve service delivery, among other goals; and the outcome of the evaluation was considered very successful (Richesin, 2011).

The study was based on staff perceptions of the change initiative. The research instrument used had 16 questions – two on each of Kotter's 8 steps – designed to assess staff perception of the change one year into the initiative. The objective was to determine the extent to which the organisation's implementation of its change initiative was in line with Kotter's 8-step change model. The survey questions were therefore drawn to test this alignment, and responses were captured using a 5-point Likert scale, which ranged from 1 (strongly disagree) to 5 (strongly agree). A high score, which would be an average, would indicate not only a positive staff perception of the change initiative, but also that staff members were inadvertently indicating that their organisation's change process was implemented in line with Kotter's 8-step change model. The outcome of this evaluation was identification of specific areas of deficiency which required attention and thus served as a starting point for making improvements in the organisation. This is exactly what the study reported in this article wanted to achieve for NamPower, and so the methodology for Richesin's evaluation was adopted.

An important finding of Richesin's evaluation was that, in spite of the numerous theories and studies on organisational change, there still is resistance to change initiatives because of the way change is planned and implemented. Hence the suggestion for application of Kotter's (1995) 8-step change model in various organisational contexts to enhance understanding of, and build a greater knowledge-base in, implementation of organisational change. This, it is hoped, will help organisations increase their success and effectiveness in implementing change. The research reported in this article aligns NamPower's implementation of organisational change to Kotter's 8-step model as a way of identifying areas for improvement. Cognisance was taken of Alas and Vadi's (2006) suggestion that serious attention should be paid to the beginning of the implementation of change process: how to establish the need for change, how to motivate employees, and how to mobilize commitment to change.

3. Methodology

As indicated above, the evaluation reported in Richesin (2011) to a large extent guided the methodology for this study. The study adopted a mixed research design, so both qualitative and quantitative data were used. Interviews with various staff members of NamPower were conducted using a survey questionnaire that had both closed- and open-ended questions. Kotter's (1995) 8-step change model provided the basis for many of the questions in the questionnaire. Responses to the closed-ended questions were captured in a 5-point Likert scale, which ranged from 'strongly disagree' to 'strongly agree'.

Originally, a reasonably random sample, made up of management, supervisory, clerical and technical staff members of NamPower, was envisaged. However permission was not given for interviews with management staff, so the sample drawn for the interview consisted of supervisory (35%), clerical (45%) and technical (20%) employees. Only three days were allowed for the interview, which restricted the numbers that could be interviewed, and so suggestions on how to determine sample size to ensure a desired confidence level (Sekaran and Bougie, 2013, p.266-267) could not be applied. Sixty (60) copies of questionnaires were issued out to NamPower staff members who were on hand during the allowed three-day data collection period – convenience sampling (Sekaran and Bougie, 2013, p. 252); and 42 questionnaires were returned – a return rate of 70%. But two questionnaires were incorrectly completed, so the 40 correctly completed questionnaires were analysed. The sample size of 40 is quite small for drawing robust conclusions, but large enough for useful lessons to be learnt, especially since regression analysis are not used. In fact, even in studies where regression analyses are required, Freund et al. (1993, pp. 369-370, 388, 457) repeatedly emphasised that though it is difficult to identify the point at which samples move from small to large, “unless the population has a very unusual shape, $n = 30$ is usually regarded as sufficiently large” for the sampling distribution of a statistic to be approximated with a normal distribution, which then allows useful regression analysis. The sample size of 40 for the less rigorous technique used in this article could therefore give some useful insights.

4. Results and Discussion

Their results from the survey are presented and discussed below. The tabular form adopted for the presentation of the results forced a modification of the original results. Data were collected on a 5-point Likert scale, but were presented on a 3-point Likert scale – combining the frequencies for 'Agree' and 'Strongly agree', and 'Disagree' and 'Strongly disagree' – because, apart from making the tables unwieldy, the latter did not add much of substance to the results and discussion.

4.1 Demographics

The convenience sampling method was used for data collection, yet the demographic characteristics of respondents turned out to be reasonably well-balanced: 60% of respondents were female and 40% male; 17.5% were in the 21-30 age group, 62.5% in the 31-40 group, and 20% in the 41-50 group. Therefore, in terms of gender, female voices were loud and clear; and the age distribution was approximately normal – with a good mix of youth and experience.

Educational qualifications of respondents were high enough to suggest that they would understand issues on organisational change and provide informed responses to the questions. About 90% of respondents have obtained some academic qualification after high school. An impressive 50% hold Bachelor degrees, 10% hold Honours Degrees, a further 10% hold Masters Degrees, and only 10% had senior secondary educational qualification. No worker in the sample had below secondary school education.

Length of employment at NamPower is another important factor in determining the significance of respondents' perceptions on implementation of organisational change. Figure 1 summarises the information provided on length of service.

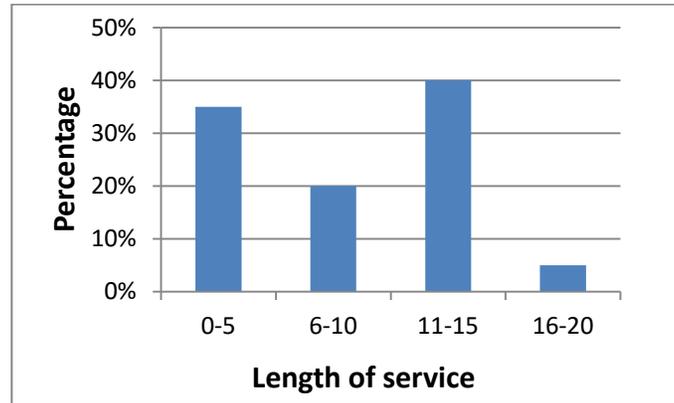


Figure 1 Length of employment at NamPower (in Years)

Source: Survey by authors

The length of service of staff members in the sample presents a useful mix: about 5% are old-timers with over sixteen years of work experience at NamPower; and while the modal length of service is 13 years, more recent recruits with less than five years' experience also feature prominently in the sample. The average length of service of the sample at NamPower is 8.6 years, which is long enough for useful perspectives to be formed on implementation of organisational change.

4.2 Workers' Perceptions of organisational change effort

The extent to which workers in an organization are sensitised towards change is important for successful implementation of change; the more sensitised they are, the more readily they adopt the change mentality, which then makes them more prone to support change (Smith, 2006). The study sought to sample the opinion of the workers at NamPower on the extent to which they were sensitised about the change and about the benefits that will accrue to them from change. They were also asked to express their view on whether the management style and its strategic emphasis support change. Their responses are presented in Table 1.

Likert scales are ordinal so it is the order of the values that is significant; the difference between each successive or any two rankings is difficult to interpret (Jamieson, 2004). This means central tendency on views expressed should be indicated by the mode. However, Likert scales may be treated as interval measures (Knapp, 1990; Norman, 2010), which then allow the use of the mean as a measure of central tendency in addition to the mode. In that context and for the 3-point Likert scale analysis that follows, a mean of 2.6 would be closer to 'Agree' than 2.1; and 1.2 would be closer to 'Disagree' than 1.8 – thus adding nuances that the mode alone may not suggest.

Almost a third of the NamPower workers sampled either does not agree or is not sure that change is discussed. So a not insignificant proportion of workers may not have been brought onto the bandwagon to embrace and support the change efforts, which could threaten its success. For workers to support the change initiative fully and make the change effort more inclusive, Kotter (1995) emphasises the need for leaders to sensitise the organisation on the significance of and necessity for change, providing reasons why the status quo is no longer adequate for long-term survival and/or growth, and thus the need for a new approach. Also, the responses show that the

management of NamPower has not always provided the funding needed to keep the change on course. For change effort to be successful funds necessary to implement change must not only have been sourced, but the workers should also see that the change efforts are being well funded. This builds confidence in and support for the change process. Further, it is important to establish that workers see where the change will take the organisation and what will be in it for them. Table 2 provides some insight on the extent to which the workers understood the vision for change.

Table 1 Worker perception of change efforts

| Worker perception of change efforts: | Disagree (1) | Neutral (2) | Agree (3) | Average score | Total respondents |
|--|---------------------|--------------------|------------------|----------------------|--------------------------|
| A) Change is often discussed | 9 | 3 | 28 | 2.48 | 40 |
| B) Most of my peers embrace the change efforts | 10 | 0 | 30 | 2.50 | 40 |
| C) Often encouraged by leaders to support the change. | 16 | 1 | 23 | 2.18 | 40 |
| D) Have the necessary time and resources been given to implement change-related decisions? | 15 | 4 | 21 | 2.15 | 40 |

Source: Survey

Table 2 Workers' understanding of the vision for change at inception

| Understanding of vision for change | Disagree (1) | Neutral (2) | Agree (3) | Ave score | Total respondents |
|--|---------------------|--------------------|------------------|------------------|--------------------------|
| A) Clear reasons for change are communicated. | 13 | 1 | 26 | 2.33 | 40 |
| B) The urgency around the need for change is communicated. | 9 | 1 | 30 | 2.53 | 40 |
| C) The benefits of change are frequently communicated. | 24 | 2 | 14 | 1.75 | 40 |
| D) The reasons for benefits from change are not clear | 20 | 1 | 19 | 1.98 | 40 |

Source: Survey

Table 2 shows that even some workers who may have heard discussions on the change efforts did not fully grasp the reasons for the change and so may not see the need for urgency. Again, workers are more likely to commit to change if they see how this will benefit them. With the modal response being 'Disagree' and an average score of less than '2' the staff members of NamPower as a whole do not see the benefits that will accrue to them from change, nor do they see what will generate the benefits. This may likely dampen their enthusiasm in supporting the change effort.

Table 3 Worker Perception of NamPower Management Style

| Management of NamPower is: | Disagree (1) | Neutral (2) | Agree (3) | Ave score | Total respondents |
|---|-----------------|----------------|--------------|--------------|----------------------|
| A) caring and develops employees | 10 | 3 | 27 | 2.43 | 40 |
| B) encouraging, risk-taking and innovation (Group) | 15 | 3 | 22 | 2.18 | 40 |
| C) enforcing rules | 9 | 0 | 31 | 2.55 | 40 |
| D) encouraging staff to meet the company's objectives | 8 | 3 | 29 | 2.53 | 40 |

Source: Survey

Workers' perception of the alignment of management style to change efforts is important in boosting their morale for change. Perception on the main components of management style average well above '2' in Table 3 – an indication that the workers believed that NamPower's management style was attuned to the change efforts; this should make the workers want to support change. There is also evidence that the workers saw the management style as, on the one hand, encouraging teamwork and participation, and, on the other, competitiveness and achievement. It also provided security and stability of employment. So even though the workers did not see financial benefits from the change efforts, their acknowledgement of these factors could drive their support of the change effort.

The workers also admitted to experiencing loyalty and mutual trust, to being committed to innovation and development and to placing emphasis on goals' achievement and winning. These perceptions of the workers show that management's strategic emphasis on cohesion, teamwork, boosting staff morale, whipping the competitive and winning spirit and promoting growth and development caught on with the workers. These factors promote cohesion and demonstrate commitment of staff to the change effort and so should contribute to success. The modal response on all these factors is 'Agree' and they received an average score of around 2.4. However, the workers did not feel that management encouraged *individual* risk-taking (modal response is "Disagree" and average score is 1.9), an important factor in taking advantage of perceived opportunities with uncertain future returns and so necessary for the success of change initiatives (Kotter, 1995, 1996).

Kotter's (1995, 2007) 8-step model includes planning for and creating short-term wins as a way of motivating workers to support change. This means that workers' perception of the extent to which the reward system in an organisation implementing change is geared towards supporting the change efforts is important to boost their morale. Table 4 shows that the workers of NamPower did not see the organisation's reward system as being fair (average score of 1.8 and modal response 'Disagree') because it did not seem to be based on the rank of workers (average score of 1.95 and modal response 'Disagree'), but felt that it may be based, to some extent, on individual's initiative and effort (average score of 2.13 and modal response 'Agree') and achievement (average score of 2.18 and modal response is 'Agree').

Workers are more likely to embrace change heartily when they see management's support for the change efforts; that management invests time in and is committed to leading and supporting the drive for change. With modal response of 'Agree' and an average score of 2.2 in Table 4, NamPower's workers do see management's support for and commitment to the change process; and

though they had complained about funding, they do seem to agree that management provides training and resources to implement change (average score of 2.4 and modal response of ‘Agree’). They were however not really convinced that management empowers and allows staff members to initiate change (average score of 2.05), which would suggest that management keeps a tight grip on the process. Though workers will be more enthused about change when they see that management uses the right people in driving change, this does not seem to be the case at NamPower (modal response is ‘Disagree’ with an average score of 1.68). The workers seem to be feeling that those who were given the opportunity to lead the change initiative were not necessarily those who had demonstrated capacity for such leadership, but those who for whatever reason found favour with management. Favouritism and nepotism could dampen enthusiasm towards change.

Another area in Table 4 that should be a concern to management because of its likely impact on the success of the change initiative is the feeling among workers that management does not seem to understand the effect that change will have on staff members (modal response is ‘Disagree’ with an average score of 1.78). The planning of organisational change involves impact analyses on many areas, including staff welfare. Workers should therefore be made to feel that change will not impact adversely on their welfare; and an important welfare concern of workers is the impact of change on their remuneration. Table 4 also shows that workers are not convinced that management recognises the extent of their involvement in the change initiative and rewards them accordingly (modal response is ‘Disagree’ with an average score of 1.8).

Table 4 Workers’ perception of managements’ support for change

| Management’s support for change | Disagree (1) | Neutral (2) | Agree (3) | Ave score | Total respondents |
|--|-------------------------|------------------------|----------------------|----------------------|------------------------------|
| A) Management invests time and commitment in leading and supporting drive for change. | 16 | 0 | 24 | 2.2 | 40 |
| B) Management does involve the right people in driving change | 25 | 3 | 12 | 1.7 | 40 |
| C) Management ensures that staff has the required skills and resources to implement change. | 10 | 4 | 26 | 2.4 | 40 |
| D) Management understands the impact of change on staff members. | 24 | 1 | 15 | 1.8 | 40 |
| E) Management does reward and recognise the extent of staff involvement in change initiatives. | 22 | 3 | 15 | 1.8 | 40 |
| F) Management involves, empowers and allows staff members to initiate change. | 19 | 0 | 21 | 2 | 40 |

Source: Survey

The dynamic character of the commercial environment in the age of globalisation requires that organisational change be an on-going process (Egan and Thomas, 2005; Gilley et al., 2009; Appelbaum et al., 2012), which makes sustainability an important consideration. Sustainability of organisational change depends not only on the thoroughness of its planning and management's zeal in its implementation, but also on the overall attitude of workers towards change. Table 5 presents aspects of the attitude of NamPower's workers towards change.

One of the fringe benefits of Kotter's (1995) change model is that it helps in nurturing in workers a positive attitude towards change. The model recommends not only the need to establish a sense of urgency about change, but also to create and communicate the vision for change. When this is done workers see the change initiative as necessary and are more likely to support it. The workers at NamPower see the change initiative as necessary (modal response is 'Agree' and the average score is 2.33). They also see the change initiative as providing opportunities for workers (modal response is 'Agree' with an average score of 2.35). This then makes them satisfied with their work, knowing that it supports the change (modal response is 'Agree' and the average score is 2.48). Though they complained about the reward system, they could see that change has clear benefits for them and for the organisation (modal response is 'Agree' with an average score of 2.5), another testimony that the vision for change has been effectively communicated and so the values of the organisation are clear to them (modal response is 'Agree' with an average score of 2.4). It is therefore not surprising that they find the change initiative appropriate and necessary (modal response is 'Agree' and the average score is 2.7) Even though they may not share in selecting those who drive the change initiative and so may not feel involved in all aspects of the change initiative (modal response is 'Disagree' with an average score of 1.7), they have opportunities to share in making other change-related decisions (modal response is 'Agree' and average score is 2.25).

Though there are a few negative sentiments that should be given attention in future change initiatives such as workers' claim that their feelings about change are not acknowledged (modal response is 'Disagree' with an average score of 1.55), on the whole the attitude of NamPower workers towards change has been positive. Table 5 shows among others that they are held responsible for the work of others (modal response is 'Agree' and the average score is 2.25), which promotes teamwork and so is essential for implementing change; they readily agree with change initiatives (modal response is 'Agree' with an average score of 2.25); they have not had negative experiences with previous change initiatives (modal response is 'Agree' and the average score is 2.38); and they may even be adapting to new ways of doing things (modal response is 'Agree' with an average score of 2.05).

Table 5 Employee's attitude towards change

| Employee's attitude towards change | Disagree (1) | Neutral (2) | Agree (3) | Average | Total respondents |
|---|---------------------|--------------------|------------------|----------------|--------------------------|
| A) I find change initiatives necessary. | 13 | 1 | 26 | 2.33 | 40 |
| B) I see change initiatives as opportunities. | 13 | 0 | 27 | 2.35 | 40 |
| C) I am satisfied with my work. | 9 | 3 | 28 | 2.48 | 40 |
| D) I am involved in all aspects of change that affect me. | 24 | 4 | 12 | 1.7 | 40 |
| E) Change has clear benefits for me and for the organisation. | 10 | 0 | 30 | 2.50 | 40 |
| F) I find change initiatives appropriate and necessary. | 5 | 2 | 33 | 2.70 | 40 |
| G) Organisation values are clear. | 12 | 0 | 28 | 2.4 | 40 |
| H) I am held responsible for the work of others. | 13 | 4 | 23 | 2.25 | 40 |
| I) When a change effort is initiated, I definitely agree. | 15 | 0 | 25 | 2.25 | 40 |
| J) My feelings about change are acknowledged. | 29 | 0 | 11 | 1.55 | 40 |
| K) My ability to learn is appreciated. | 12 | 3 | 25 | 2.33 | 40 |
| L) I cannot adapt easily to new ways of doing things. | 15 | 2 | 23 | 2.05 | 40 |
| M) I participate in making decisions. | 14 | 2 | 24 | 2.25 | 40 |
| N) I have not had negative experience with previous changes. | 11 | 3 | 26 | 2.38 | 40 |

Source: Survey

5. Conclusion and Recommendations

This paper set out to explore the extent to which NamPower's attempt at implementation of major organisational change drew on the ingredients of the menu in the literature. A questionnaire administered to a convenience sample of NamPower staff provided the perceptions analysed in the paper. The exercise has identified both areas of strength, where implementation was not only aligned to the factors in the literature but also received endorsement from staff, and areas of weakness, where implementation somewhat deviated from the suggested key factors and also drew complaints from the staff.

One of the objectives of the paper is to determine whether the management of NamPower established the need and urgency for organisational change. The study showed that effort was made to communicate the need for change, but many staff members were not reached and so were left out. There is need to increase the scope of communication in the next round of implementation. Also, according to the staff, the funds needed to keep change on course were not always available. However, the workers are more liberal on management when the question is asked in terms of resources and not just funds.

Another objective was to find out whether and to what extent the management of NamPower motivated employees and mobilised commitment towards change. Kotter (1995) recommends assembling a group with enough power and influence to lead the change effort; that this group of leaders work closely with the other workers as a team and thus become the conduit for motivation to reach all the workers. Though the literature does not recommend how these leaders should be assembled, Sidorko (2007) emphasises leadership that has developed from interactions and experience as essential in implementing a change initiative. A good way to put this into effect would be for management to allow inputs from the staff in the selection of these leaders to ensure their acceptance. However, the management of NamPower seems to have imposed the leaders on the workers without their inputs, much to the chagrin of the latter who, therefore, feel that management is not using the right people in driving the change process. Despite this jerky start, which could have compromised the role of the leaders as channels of motivation for change and dampened the enthusiasm of the workers about the change process, teamwork seems to have eventually taken off and most of the workers are committed to the change initiative.

The menu for change in the literature includes several ingredients. In the view of the staff of NamPower, the management provided a clear vision of where NamPower would be after change had been implemented. But the (financial) benefits that will accrue to workers from change were neither discussed nor even communicated. This omission should be addressed in future change initiatives. Also, though strategies were developed to guide workers towards supporting change: boosting of staff morale, security of tenure, teamwork and participation, competitiveness and achievement – all ingredients from the menu in the literature for implementing change – individual risk-taking, another important ingredient for making change successful, was not encouraged.

Further, NamPower's workers do see management's support for and commitment to the change process; and there was considerable agreement that management provides training and resources to implement change. The workers are however not very convinced that management empowers and allows staff members to initiate change, which would suggest that workers do not feel that they are given as much ownership of the process as they deserve. A not unrelated concern among workers is the feeling that management does not seem to understand the impact of change on them – implying either that impact analysis was not conducted or that its results were not communicated to the staff, which may explain why some workers claim that their feelings about change had not been acknowledged and so they do not feel involved in implementing change in the organisation. The workers also feel that management does not recognise the extent of their

involvement in the change initiative and so does not reward them accordingly. Recognising and rewarding employees' contributing to change is an important driver of change (Kotter, 1995).

Finally, NamPower's employees have a positive attitude towards the organisational change initiative: they see the change initiative as appropriate and necessary and as providing opportunities for them; they are satisfied with their work, knowing that it supports the change; even though the financial benefits they may receive have not been explained to them, they can see that change has benefits for them and for the organisation; they may not have participated in selecting the leaders among them who drive the change, but they see other opportunities to share in making change-related decisions; and most of them have not had any negative experiences with previous change initiatives.

This paper has identified areas where NamPower's organisational change process were in line with recommended practice and should be consolidated and areas to be noted for future organisational change efforts to have even better chances of success. As NamPower's organisational change initiatives mature and become a regular part of their management routine, the organisation will be better placed to realise their vision about change and thus succeed in delivering the energy service to the nation that will take Namibia closer to realising development aspirations.

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