

ASSESSING THE IMPACT OF ORGANISATIONAL RESTRUCTURING IN AGRICULTURAL COLLEGES: A CASE STUDY OF THE GROOTFONTEIN AGRICULTURAL DEVELOPMENT INSTITUTE

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ABSTRACT

Organizational restructuring has become a modern strategy for responding to technological, market and global changes and thus improving the competitiveness of the organisation. Due to technological, global and environmental changes, organisations are forced to change their structure in order to keep up with competitors in the industry. However, changes in the organisation may have dire consequences to employees and also to the organisation as a whole if not implemented properly. The aim of this research was to assess the impact of organisational restructuring in agricultural colleges by focusing on Grootfontein Agricultural Development Institute and to make recommendations to the management of GADI. This research identified the factors that contribute to failure of restructuring and causes of resistance to change by employees. A quantitative research methodology was used to collect data in this study. The total population of 123 respondents was targeted, with 82.9% response rate achieved. A questionnaire instrument with close-ended questions was used to collect data from sample population. This study was significant in that it provided insight on the impact organisational restructuring has on employees and by identifying measures that enable acceptable/appropriate organisational restructuring. The findings of this study reveal 75.5% of the respondents believe that restructuring will improve their working conditions and 64.8 agree that restructuring will not cause instability in the institute. In addition, a high percentage of staff (69.6%) indicated that they are dedicated to work hard to make restructuring successful. However, 61.1% of the staff indicated that there is a lack of adequate internal communication and 52% feeling that the restructuring process is transparent. It was recommended that management improve on communication and to render the process transparent for everyone in the organisation. It was also recommended that leadership should share the vision with the staff if they are to make sure that the strategy meets minimal resistance from employees.

Introduction

Grootfontein Agricultural Development Institute is located outside the town of Middelburg in the Eastern Cape province of South Africa. The institute was established in 1911 and offers a wide range of services in its area of specialisation such as Education and Training, Research and Technology Development and Extension and Outreach. This chapter emphasizes the importance of research, formulate the objectives of the study, and explain the rationale together with the significance of the study. The chapter also outlines the format of the study and end with conclusion.

Background to the Problem

Vast differences exist between Colleges with regard to support received from Provincial Departments of Agriculture (PDA). Some are well endowed with human, physical and financial resources, while others are vastly under-resourced. Some are placed high in the agendas of the PDA, while others battle for a hearing. Most continue to offer formal qualifications, while others offer only farmer training at below Further Education and Training (FET) levels. According to the Nuffic website (2013:1), the South African higher education sector has seen a dramatic transformation over the past decade, with various forms of restructuring taking place across the sector (<http://www.nuffic.nl/en/capacity-building/niche/countries-and-projects/south-africa/niche-zaf-041>). Institutions of higher learning were merged and accordingly restructured. As part of the higher education landscape, the colleges of agriculture also needed to go through the process of restructuring in order to meet with the necessities of institutions of higher learning. It was therefore recommended that Agricultural Training Institutes (ATI) be brought into a new dispensation, that they be harmonised in keeping with the objectives of the National Agricultural Education Training Strategy, and they be assisted to align their programmes and offerings to the ambitions and aims of the new and emerging agriculture in South Africa. There are twelve colleges of agriculture in South Africa and nine of them are accredited by the Higher Education Qualification Committee (HEQC), but are not part of the educational reforms. All colleges, with the exception of Fort Cox and Grootfontein College of Agriculture (GADI), fall under the PDA. Grootfontein Agricultural College falls under Department of Agriculture Forestry and Fisheries (DAFF) whilst Fort Cox College (FCCA) of Agriculture is semi-autonomous institution. After restructuring, all the colleges will fall under the Department of Higher Education and Training (DHET).

Department of Agriculture Forestry and Fisheries as a national department has conducted a widespread investigation into the status of the colleges in order to identify a roadmap in the light of the aims and objectives of the country's agrarian and land reform and with the aim of transforming the agricultural sector (nuffic, 2013:1). Based on the recommendations of AET, DAFF took a decision to restructure all the agricultural colleges. The main aims of restructuring of the higher education system and its institutions are to meet the needs of increasingly technologically-oriented economy and to deliver the requisite research, skills and the knowledge to equip a developing society with the capacity to address national needs and to participate in a rapidly changing and competitive global context. Currently, postgraduate enrolments and graduate outputs are inadequate to support South Africa's economic and social development needs.

To achieve these objectives, DAFF decided to use the restructuring strategy to convert all the agricultural colleges into ATIs which will then fall under the DHE. Restructuring of the

organisation is done to ensure that agricultural colleges keep up with the global changes that are of a political, social, environmental, economical and technological nature. However, a characteristics of restructuring processes is that they are comprehensive and complex in nature and if are not done properly there may be dire consequences to the employees and to the organisation as a whole. The study assesses the impact that restructuring and its processes have on employees and it also investigates employee perceptions on the envisaged change as well as to establish measures that could enable appropriate /acceptable organisational restructuring at GADI.

Aim of the Study

The aim of this dissertation is to assess the impact of organisational restructuring in agricultural colleges by focusing on GADI and to make recommendations to its management.

Objectives of the Study

- To determine employee perceptions on the proposed organisational restructuring at GADI
- To assess the potential impact of organisational restructuring at GADI
- To make recommendations to the management of GADI
- To establish measures that could enable appropriate /acceptable organisational restructuring at GADI.

Research Questions

- What are the employee perceptions on the proposed organisational structure?
- How will organisational restructuring have an impact at GADI?
- What recommendations could be made to the management?
- What are the measures that could enable appropriate/acceptable organisational restructuring at GADI?

LITERATURE REVIEW

Introduction

Organisations restructure for various reasons. The necessity, approach and level of success can be evaluated through understanding and contextualising what organisational restructuring is through reviewing the available literature. Dawidowicz (2010:6) defines literature review as an examination of scholarly information and research-based information on a specific topic. The goal of literature review is to create a complete, accurate representation of the knowledge and research based-theory available on a topic. Previous restructuring studies, theories and organisational change models are discussed in this chapter.

Defining Organisational Restructuring

Carbery and Garavan (2005:488) define organisational restructuring as the significant changes in the structural properties of the organisation. The strategy is followed in order to increase the efficiency and effectiveness of the organisation. According to Greenberg and Baron (1995:627) organisational restructuring refers to the “altering of size and basic configuration of the organisational chart”. Restructuring involves downsizing, that entails reducing the number of

employees needed for the organisation to function effectively, or rightsizing that includes adjusting the number of employees needed to work in newly designed organisations. It may also include outsourcing the services of an outside firm to carry out its non-central business functions (Greenberg and Baron, 1995:627).

Restructuring involves moving or changing of an organisation's strategic direction. The process entails the organisation changing key internal structures (namely: legal, ownership, operational or strategic), so that the organisation is better able to meet its present and evolving needs. In many instances, the restructuring is precipitated by an unexpected, emergency crisis or events that force the organisation to respond quickly to prevent a threat to its very survival.

Restructuring becomes a problem to employees because more often than not, employees are always in the dark with regard to what restructuring means to them as individuals and as groups. Downsizing has been found to pose a particularly serious risk to the mental health and wellbeing of employees in the organisation (Quinlan, 2007:4). However, there are many good reasons why organisations should consider restructuring either in the form of changing strategies or by permanent reduction of employees.

Reasons why Organisations Restructure

Organisational restructuring is a common response to changed economic circumstances and other environmental influences, with organisations implementing this strategy in order to improve their efficiency and effectiveness (Sitlington 2011:116). It involves dissociating some businesses and acquiring others so as to put a whole new face on the organisation's business lineup. Restructuring can also be mandated by the emergence of new technologies that threaten the survival of one or more of a diversified company's important businesses (Thompson, Strickland and Gamble, 2010:277). The reasons why, and how, organisations restructure have a major influence on perceived outcomes.

Organisations have an obligation to survive in a competitive and rapidly changing environment, thus they are bound to challenges and uncertainty in their actions and need to be capable of adjusting to new situations and environments in order to remain competitive and be effective. Therefore, restructuring has developed into a vital instrument of organisation development, with the aim of making organisations more competitive by reshuffling work processes, re-defining jobs within the organisation and redesigning the overall organisational structure (Brand and Wilson, 2000:105; Probst, 2004:107). Due to this, change is not only inevitable but it is necessary even though there are differences in attitudes towards it (Greasley, Watson and Patel, 2009:389). However, it is important that change processes be carefully planned before implementation for the better development of modern organisations. Greasley et al. (2008:386) state that although all organisations face difficulties when undergoing any process of change, change within the public sector is more challenging than change in the private sector. Since Baba, Chereches, Ticlau and Mora (2009:33) state that organisational restructuring is the state of transition between the current state and a future one, towards which the organisation is directed. Therefore, organisational restructuring should not be perceived as some sort of punishment or it should not be used to punish employees, but rather to help the organisation to compete at all levels and thus improve efficiency. Since organisations are different, they should also follow different types of organisational changes and choose the ones that best suit the vision of that particular organisation.

Types of Organisational Change

Restructuring does not necessarily have to result in retrenchment of employees with all the pains that follow. There are other approaches that organisations can follow which are referred to as “responsible restructuring”, but whether the company follows the traditional way of restructuring that involves retrenchment or “responsible restructuring” is still the case of management’s view of employees (Zweni, 2004:33). Ramanathan (2008:21) distinguishes between three types of organisational change: (i) developmental change, (ii) transitional change, and (iii) transformational change. Developmental change deals with enhancing or improving the present situation in an organisation by focusing on skills or processes. Transitional change is about moving from the current state to the desired state in which the management of the interim transition state occurs over a controlled period of time. Transformational change, which is drastic in nature, requires a move in assumptions on the part of the organisation and its members. In transformational change, a new organisational state develops, which remains a mystery until it is born from the death of the old state. Before organisations consider implementing restructuring, there should be a need analysis which may involve the diagnosis of the organisation’s poor performance and actions that need to be taken to correct the situation at hand.

- Organisation-wide vs. Subsystem change
- Transformational vs. Incremental change
- Remedial vs. Developmental change
- Reactive vs. Proactive change

As, as well as, social and political issues, create the need for change in organisations (Laudenburg, 2005:62). Internal forces can also create the need for change that comes from human resource, as well as, managerial decisions (Kreitner and Kinicki, 2002:456).

Process whereby research leads to action and action leads to evaluation and further research. Action research combines changing individual attitudes and behaviors to another dimension. The principle behind the model is to compel transformation to happen by first identifying the necessities for change. Desired changes are then discussed and put into place for implementation. At the end, the rate and stability of the transformation is evaluated (Burnes, 2004:985). Training is then utilised to express the need and process of the changes organisation requires.

Many organisations that restructure in order to increase productivity and gain competitive advantage may find that what they gain is a depressed, anxious and angry workforce (Bews and Uys, 2002:24). In this regard, organisational restructuring intervention must be carefully implemented by management to help the workforce to be more refocused and involved in order to display a tangible difference in work attitude in post-restructuring period. Even when management has instilled a culture of embracing change to the employees but their perceptions and acceptance points to the different direction, proper implementation of restructuring should still be followed in order to avoid resistance by employees.

Causes of Resistance to Change

One major challenge managers and supervisors face while implementing organisational change is overcoming employees' resistance to change. Berna-Martinez and Marcia-Perez (2012:148) define resistance to change as the implicit or explicit expression of negative reactions, a defense against the intended change, or restrictive forces that are opposed to the reorganisation of conduct and the acquisition of new competence. Resistance to change is the act of opposing or struggling with modifications or transformations that alter the status quo in the workplace. Organisational change causes individuals to experience a reaction process, but resistance to change by employees is one of the factors that most often cause failure in the introduction of the innovation. However, Sharma (2007:90) argues that what employees resist is usually not a technical change but a social change, that is, the change in their human relationships that generally accompanies technical change.

Sharma (2007:90) outlined the following causes of resistance to change:

- Lack of belief that there is a serious need for change
- Different description for the need for change
- No agreement about the goals for change
- Lack of belief that the goal is attainable
- No confidence in the manner of change.

Other causes of resistance are at a personal level, for example, employees can resist change because of surprise, inertia, emotional upset because of change, the break up of established work groups and uncertainty about change (Murray, Poole and Jones, 2006:370). Bovey and Hede (2001:372) describe the process of resistance as consisting four phases, namely: initial denial, resistance, gradual exploration and eventual commitment.

The results of Bews and Uys (2002:27) indicate that not all employees necessarily regard organisational restructuring as negative. This supports the argument that not all survivors of restructuring will necessarily react negatively to these changes. They further argue that some survivors seem to regard such change as an opportunity for growth while others may be quite neutral towards the restructuring, depending on how they believe that the organisational changes will affect them.

Overcoming Resistance to Change

There are strategies that can be put in place to overcome resistance by employees to change. The strategies according to Murray, Poole and Jones (2006:370) include educating employees about why change is necessary, allowing employees to participate in the change process, making it clear that there is a top-level support for change and facilitation (Murray et al., 2006:370). Therefore, in order to successfully lead an organisation through major change, it is important for management to balance both human and organisation needs (Bovey and Hede, 2001:372). Change begins with a dedicated group of people willing to invest their time and effort in making the organisation better (Cervone, 2013:63). However, facilitating change is never a simple issue because employees feel that their feelings are being undermined by management, hence they develop resistance and negative perceptions towards the envisaged structure. The study assesses

how restructuring impact on the human resources of the organisation and also determines the general acceptance and perceptions of the restructuring process.

RESEARCH METHODOLOGY

Introduction

In order to address the aim of this study, research was conducted in only one institute as the researcher wanted to analyse specifically the impact of restructuring at agricultural colleges in particular GADI. This chapter presents the methodology that was used in this study. It outlines the type of research followed, the rationale behind the methodology for this particular study, elaborates on the research strategy, the target population, sampling and the research instrument, administration and collection of the questionnaires, validity and reliability, data analysis, and limitations. In addition, the chapter further provides an overview of the important areas that need to be considered when undertaking a research.

Rationale for the Methodology

A quantitative methodology was used to collect the primary data. Labaree (2013:1) stated that quantitative methods emphasise on objective measurements and numerical analysis of data collected through polls, questionnaires or surveys. Quantitative research focuses on gathering numerical data and generalizing it across groups of people. A qualitative methodology was used because the results can be based on larger sample sizes that are representative of the population and also because it allows this research to be used to generalize the concepts more widely and predict future results.

This study is concerned with assessing the impact that organisational restructuring has on employees and to determine their perceptions on the proposed structure. Therefore, it was appropriate to follow a quantitative approach. The study employed a positivity philosophy as it contributed to the existing theories, developed research questions from the available theories and used a questionnaire instrument to measure variability (Saunders, Lewis and Thornhill, 2007:103). A questionnaire was compiled to collect the primary data for this study because it critically assesses the impact of organisational restructuring on employees and what perceptions employees have of the envisaged structure. The quantitative approach has been seen as more scientific and objective and has the ability to produce causality statements through the use of controlled experiments (Leedy, Newby and Ertmer, 1997:105).

Research can also be qualitative, which requires that respondents speak for themselves to provide their perspectives in words and other actions (Leedy et al., 1997:107). The major criticism of qualitative research is the problem of adequate validity and reliability. Because of its subjective nature, it is difficult to apply conventional standards of reliability and validity. The time required for data collection, analysis and interpretation is lengthy when compared to quantitative research. When using the qualitative approach, issues of anonymity and confidentiality present problems when selecting findings (Hughes, 2013: 5).

Research Design

A descriptive research was used in this study in order to describe the impact of organisational restructuring on employees and the organisation as a whole. According to Business Dictionary,

descriptive research is a statistical study to identify patterns or trends in situation, but not the casual linkages among its different elements. Leedy et al (1997:94) describe research design as planning, visualising of the data and the problems associated with the employment of the data in the entire research project. They further state that research design is the strategy, the plan and the structure of conducting a research project. The selection of the research mechanism in this study was done keeping in mind the objectives of the research. The function of a research design is to ensure that the evidence obtained enables one to answer the initial questions as unambiguously as possible. Most research objectives can be achieved by using one of the three types of research designs, namely exploratory, descriptive and explanatory (Hair, Bush and Ortinau, 2000:37). Exploratory research is defined as the initial research into a hypothetical or theoretical idea (Kowalczyk, 2013:1). This design is followed when a researcher has an idea or has observed something and seeks to comprehend more about it. An exploratory research project attempts to lay the groundwork that will lead to future studies, or to determine if what is being observed might be explained by a currently existing theory. A descriptive research attempts to explore and explain while providing additional information about a topic. This type of research tries to explain what is happening in more detail, filling in the missing parts and expanding existing knowledge (Leedy et al., 1997:191). Explanatory research attempts to connect ideas in order to understand the cause and effect. Explanatory research looks at how things come together and interact (Kowalczyk, 2013:1)

Conducted in a natural setting (Leedy et al., 1997:105). This approach tends to employ an inductive type of analysis where observations of particular cases may be generalized to a class of cases (Harwell, 2013:149).

Target Population

The target population in this study included 176 GADI employees. According to Burns and Grove (1993:779), a population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The GADI employees meet the sample criteria for inclusion in this study because the research focused only at GADI. The employees are the population that will be affected directly either negatively or positively by the ongoing restructuring at GADI.

Mmed to randomly select 123 numbers from 176 assigned numbers and the selected numbers were used as the sample.

Sample size

It is sometimes difficult to use the entire population size when conducting research. Hence, a representative sample was chosen from the population in order to draw conclusions generally about the entire population (Saunders et al. 2003:151). Sampling can be defined as the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Leedy et al., 1997:206). Leedy et al., (1997:211) suggest a 70% sample for a 180 population size. Based on the suggestion, a sample of 123 employees was selected from an entire population of 176 employees. Sample size depended largely on the degree to which the sample population approximates the qualities and characteristics of the general population (Leedy et al., 1997:210). Grootfontein Agricultural Development Institute has a population of 176 full time employees. The following three factors were considered when making a decision on the sample size:

- 1) The level of accuracy between the sample population and the general population
- 2) The inconsistency of the population, expressed as the standard deviation
- 3) The sampling method that should be employed.

Limitations and Delimitation of the Study

Measuring beliefs, understanding, perceptions and attitude has always been difficult exercise to perform (Murtonen, 2005:46). Respondents may answer the questions depending on their mood on the day of the interview. The honesty of their answers will always be questionable and some may answer based on their feelings and expectation. Another question concerning the limitations of the study was whether the measurement instrument used in this study succeeded in measuring what they aimed to measure. These questions are not easy to answer, but it has also emerged in other studies that a correlation between difficulties and success cannot be always found (Murtonen, 2005:47). This study was limited to assess the impact of organisational restructuring in agricultural colleges. Considering resources and time constraints, the study was limited to one agricultural college as a case study (GADI). Therefore, due to differences in environment and ethnicity, this study cannot be a representative of all the colleges of agriculture. The use of the close-ended questions meant that respondents were not given an opportunity to explain the reasons for their answers and that follow-up question could not be posed to the respondents. The research instrument and the number of test items were limited. The study did not assess all the impacts organisational restructuring has on employees and the organisation as a whole. Delimitation of the study was also achieved through the use of a singular research design as opposed to triangulation or mixed methods. Employee categories into various units/sub departments did not influence nor had a minimal impact on the results of the study.

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This section reports on the findings of this study by analysing the responses of the survey undertaken. The questions posed to the respondents were closed-ended and the data collected was both ordinal and numerical. The five-point Likert scale was used to measure the level of output of each item answered by respondents. The statistical package for social sciences (SPSS) was used to generate the output. The results of each question are stated and discussed and linked to the theories discussed in Chapter 2 of this study.

Response Rate

Data analysis was based on 123 questionnaires (83% response rate) that were duly completed and returned (Table 4.1). The survey questionnaires were delivered to the respondents through email and some questionnaires were hand delivered to the participants.

Table 4.1 Response rate

Responses	Response frequency	Percentage
Attained responses	102	82.9%
Outstanding responses	21	17.1%
Total	123	100%

Analysis of Data

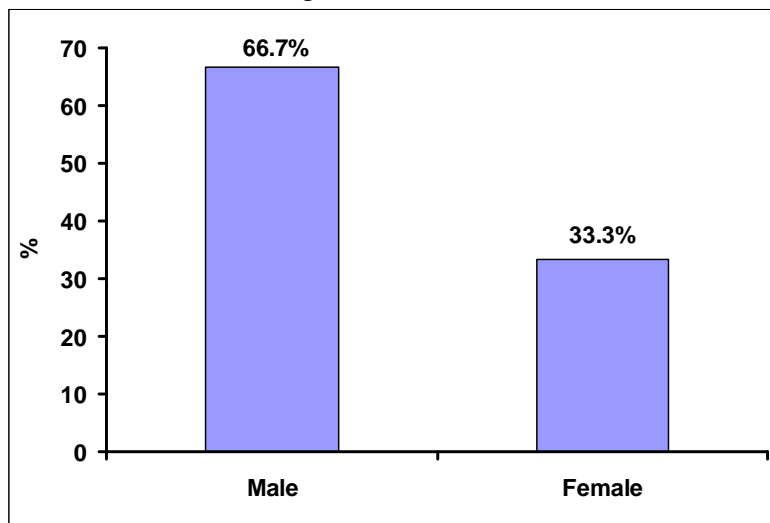
The findings of this study are presented in five main sections, demographic and biographical information, attitude and perception, impact of restructuring, measures to enable acceptable restructuring and the relationship amongst employees.

Demographics and Biographical Information

Questions in this category were devised to determine the demographics and biographical information of the respondents. Demographic and biographical background of the respondents included gender, age, and ethnicity, number of years employed at GADI, functional role and educational level.

Gender of respondents

Figure 4.1: Gender



Question 1 aimed to establish gender representatives in the organisation. Presently, Grootfontein Agricultural Development Institute has one hundred and seventy six (176) members of staff, with 107 being males and 69 females. A total of 102 respondents participated in the survey. A mean of 1.33 meant that the population sample has more males than female respondents. Figure 4.1 illustrates a disproportionate representation of demographic characteristics of the respondents, where males constitute 66.7% of respondents while female respondents accounted for 33.3% in this study. This represents a ratio of 2:1 across the gender group skewed in favour of males. This indicates the disparity between the number of male and female staff at GADI. The same ratio of gender disparity was also reported by Longe (2013:298) in a study of the social effects of restructuring on employee workplace attitudes in selected manufacturing industries in Nigeria.

Table 4.2: Descriptive statistics on gender

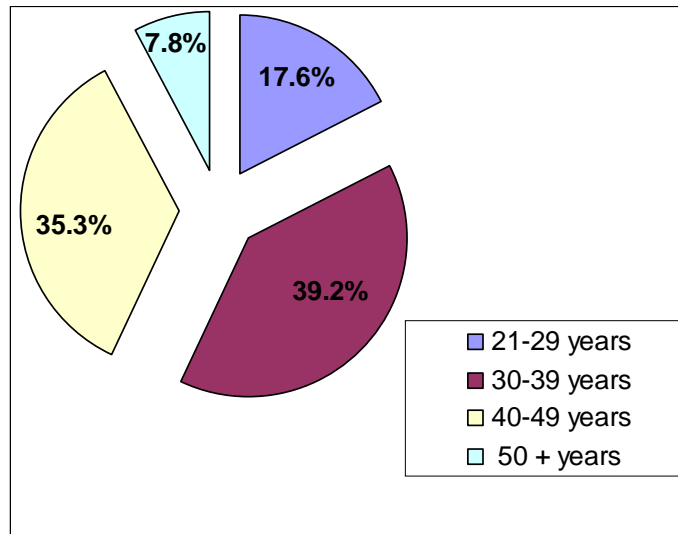
	Gender
N valid	102
Missing	0
Mean	1.33
Median	1.0
Mode	1
Standard deviation	0.47

Variance	0.22
Range	1
Sum	136

Table 4.2 summarizes the descriptive statistics on gender of the 102 respondents. A mean of 1.3 with standard deviation of 0.47 is closer to 1.0, which indicates that male respondents were more than females as also depicted by the mode of 1.

Age of respondents

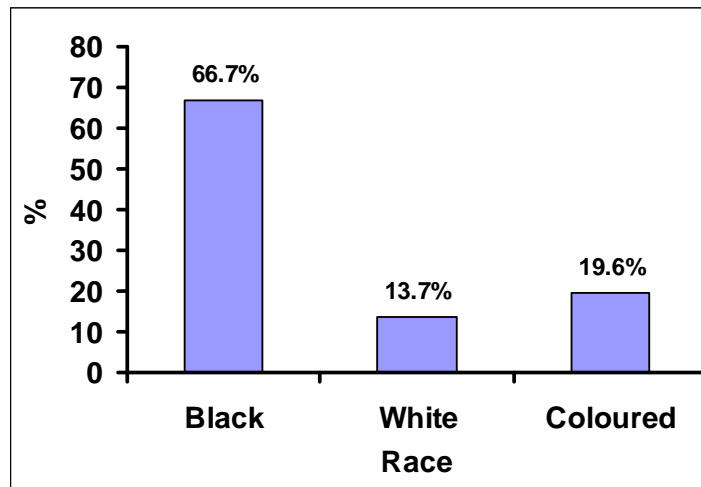
Figure 4.2: Age



The question meant to establish the age groupings of the employees at GADI. Findings on the socio-demographic attributes of the respondents showed a mean age of 38.7 with a standard deviation of 7.8 years. A collective 39.2% of the participants are of the age ranging between 30 and 39 years old and 35.3% are between 40 and 49 years. Only 7.8% of the respondents are of the age group of above 50 years and 17.6% are between 21 and 29 years of age. A cross tabulation of age and ethnicity of respondents indicate that 72.2% in the age group of between 21 and 29 years are blacks, with 11.1% and 16.7% being white and coloured, respectively. A total of 56.8% are below the age of 40 which indicate a healthy representative of young staff at the institute. However, only 1.7% in the age group below 40 is part of the management and the rest are either supervisors or doing other jobs. This indicates that management is sluggish in introducing young people in positions of responsibility. Table 4 below summarizes the age group frequencies, the percent, valid percent and the cumulative percentages of GADI employees. Findings indicate a reasonable number of employees between the age of between 30 and 49 years. The management should however work towards increasing the number of employees between the ages of 21 and 29 who will be mentored and trained by the more senior staff. This should be done because according to Kooij, Jansen, de Lange and Dijkers (2006:11), staff at this age group are flexible to change from task to task and are technologically advanced compared to the other age groups.

Ethnicity of participants

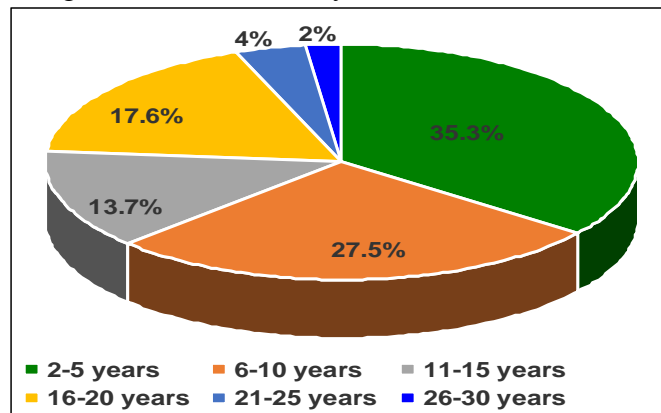
Figure 4.3: Race



The question meant to ascertain the levels of diversity at GADI. Figure 4.3 illustrates the composition of the sample in terms of the ethnicity of respondents. It is strange that 66.7% of the respondents are blacks whilst the institution is still chasing the equity targets of having equal representatives. However, this might be misleading because there are about 17.1% of the questionnaires which were not returned. A collective of 19.6% and 13.7% of the participants are from the ethnic groups coloured and white, respectively. These results indicate a need for the increase in white and coloured employees to balance the number of blacks already in the employ of GADI. The cross tabulation of age and ethnicity indicate that there is only 11.1% white respondents between the ages 21 and 29, management should increase the numbers of white representatives in this category. Employees who are black and between the age group of 30 to 39 constitute 75% and only 4% in the same age group are white. Management should look into creating an improved and fairer share between the diverse race groups, so as to take advantage of the benefits of diverse backgrounds and skill sets (Moodley, 2011:52). This can be done by employing other racial groups in different positions required in the new structure.

Years of service at GADI

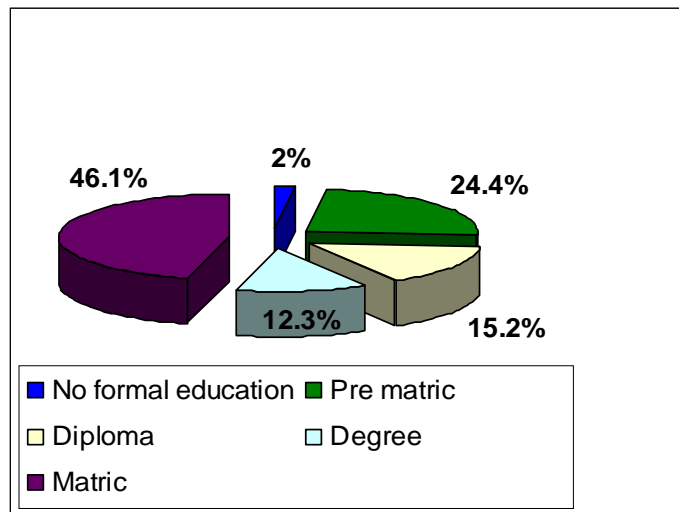
Figure 4.4: Number of years of service at GADI



The question meant to establish the number of years the participants have worked at GADI. Data on length of service of the respondents presented a mean of 7.6 years with a standard deviation of 5.6 years. Figure 4.4 illustrates that 62.8% of the participants have worked at GADI for a period of ten years and less. A collective of 5.9% of the respondents worked for more than 20 years whilst 31.3% have a working experience at GADI of between 11 and 20 years. A 62.8% support the higher percentage of young employees introduced to GADI in the past 10 years. However, only 5.9% of employees have a vast of experience which indicates that skills transfer from the older generation to the younger employees is a priority. Analyses of work experience within ethnic groups indicate that 7.1% of the white race has an experience of at least 20 years working at GADI and whilst from the coloured and black ethnic groups there are 5% and 3%, respectively.. A Chi-Square test shows a highly significant relationship between work experience and ethnicity of respondents (Chi-Square=81.79, DF =36 and p-value of 0.00 at $P < 0.01$). Work experience is valued in organisations because of the competitive advantage it offers.

Highest formal education

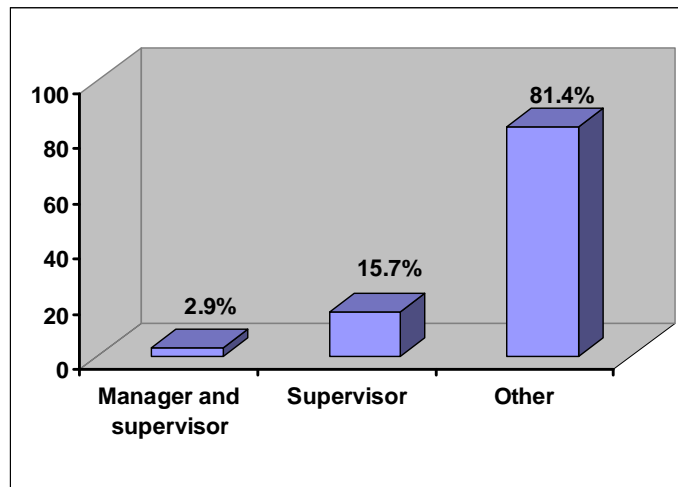
Figure 4.5: Education level



On educational status, findings showed that majority (46.1%) of the respondents have matric (Grade 12) followed by 27.5% with a post matric qualification (Figure 4.5). A survey of HR professionals conducted by SHRM and The Conference board found that a full 70% of employees with a high school education were deficient in critical thinking skills (Ishikawa and Fife, 2011:12). Only 2% of the respondents have no formal education and 24.4% have no matric. About 27.5% of the participants have either a diploma or a degree. The reason for a high number of participants (26.4%) without matric is because most of the farm aid vacancies at the institute require standard 8 (Grade 10) as a minimum requirement. Nonetheless, management should increase the minimum requirement to at least Grade 12 which will encourage local members to at least obtain grade 12 and to put them in better position for further training and development. This according to Silman (2011:1) as cited by Moodley (2011:47) will help employees to be ambitious, motivated, and teachable and have self-confidence. Moodley (2011:47) emphasizes that education level has an effect in the way people think and work. Education goes a long way in improving understanding amongst employees and may also reduce unnecessary conflicts during restructuring.

Functional role in the organisation

Figure 4.6: Functional role



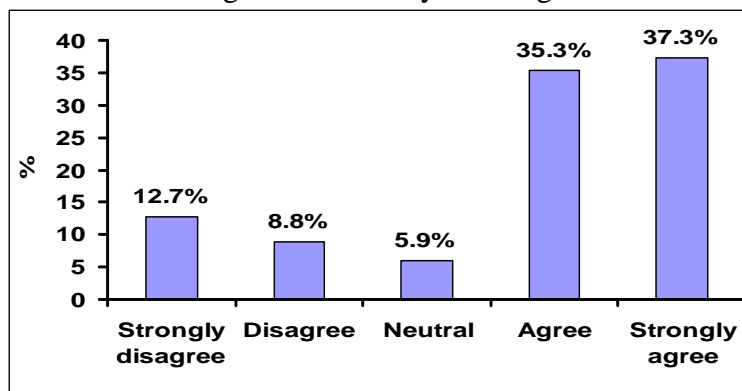
A collective of 5 (2.8%) out of 176 staff members are part of management. The management is diverse and comprises all three races available at GADI, i.e. White (3), Black (1) and Coloured (1). Only three members of the management staff took part in the survey. The director and the principal were intentionally omitted in the survey because the items in the questionnaire instruments were not relevant to them as they are the ones driving the change. Figure 4.6 illustrates that about 81.4% of the employees are supervised by 18.6% of the staff who are either part of management or supervising. The cross-tabulation findings show that four out of five members of management are males and are between the age group of 40 to 49 and only one is female and in the age group of 30 to 39 years. A cross tabulation of level of education and functional role indicate a significant correlation between the level of education and functional role, a Chi-Square of 18.262, DF=8, and sig. of 0.019 at $p < 0.05$. This means that the level of education of applicants is considered as a factor when placing employees at management and supervisory positions at GADI.

Employee Attitude and Perceptions

Questions under this category were intended to find out from the respondents pertaining their perceptions and attitude towards the restructuring.

Ability to change

Figure 4.7: Ability to change



Question 7 and 8 (see Annexure B) aimed to establish whether the employees believe that the organisation has the ability to change and to ascertain if employees are personally in agreement with organisational restructuring. The findings of this study illustrated in Figure 4.7 reveals that 72.6% of the respondents believe that the organisation has the ability to change and that there is a need for change. There are about 21.5% respondents who believe that the organisation is unable to change whilst 5.9% were not sure as to whether the organisation has the ability to change or not. A collective of 83.3% of respondents between age group of 21 and 29 years agree that GADI has the ability to change. A total of 75% of participants between the age of 30 and 39 also agree that GADI has the ability to change. Collectively, 100% (52.8% agree; 47.2% strongly agree) of the respondents above the age of 40 years agree that GADI has the ability to change. The results indicate a mean of 3.75 with a standard deviation of 1.38 and median of 4. A mean of 3.75 is closer to 4 which indicate that employees agree that the organisation has the ability to change. A cross tabulation between the level of education and the ability to change indicate that 97.25% of the respondents with a degree and above agree that GADI has a strong ability to change. Furthermore, findings of this study showed no statistically significant association between the ability to change and the levels of education ($X^2 = 27.8$, $DF = 16$, $p > 0.05$). This shows that the relationship between the institution's ability to change and the participants' level of education is not statistically significant. The findings indicate that differences in educational levels of the respondents do not have influence on whether or not the respondents believe that the institution has the ability to change.

Figure 4.8: Respondents agreeing with restructuring

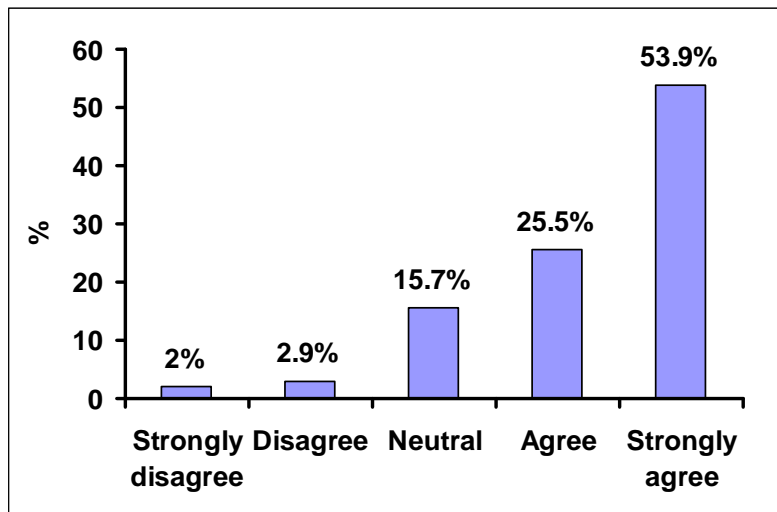
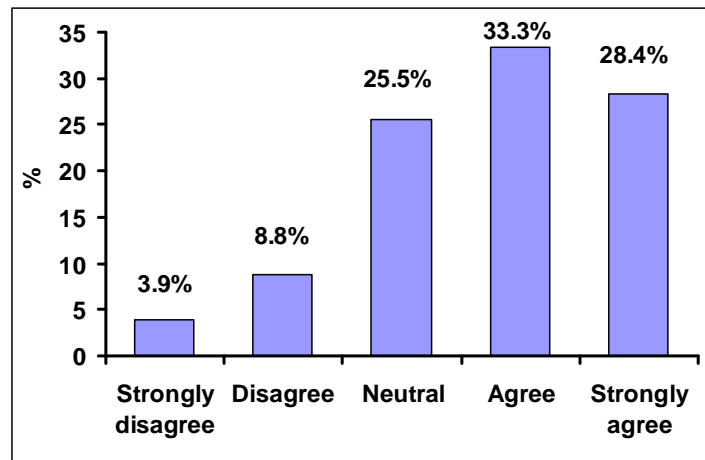


Figure 4.8 shows that a total of 79.4% agree that restructuring should take place at the institute, 15.7% are neutral whilst only 4.9% of the participants feel that there is no need for change. The results are in agreement with the findings of Bews and Uys (2002:27) that not all employees necessarily regard restructuring as negative. The results indicate an overwhelming support for restructuring to take place at GADI. The findings of this study indicate a non significant relationship between respondents agreeing with restructuring and their ethnicity. Furthermore, cross tabulation indicates a highly significant correlation between respondents agreeing with restructuring and the levels of education.

Awareness of eminent restructuring

Figure 4.9: Aware of eminent restructuring



Question 9 and 10 (see Annexure B) wanted to establish whether employees are aware of the eminent restructuring at GADI and whether they feel that change affect them directly. Awareness is better measured with a “yes” or a “no” however, for the purpose of establishing the levels of respondents’ awareness, the Lickert scale was used. The findings in Figure 4.9 reveal that only 12.7% of the respondents are not aware of the restructuring that is about to take place at GADI. The figure further indicates that 61.7% are aware and 25.5% are neutral on the statement. A Chi-Square test indicate a non-significant relationship between awareness and ethnicity (Pearson Chi-Square=13.06, DF=8 and p-value of 0.11, $p > 0.05$).

Figure 4.10: Directly affected by restructuring

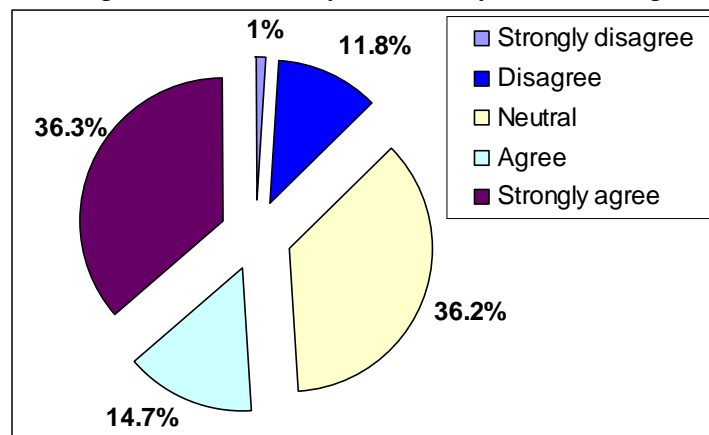
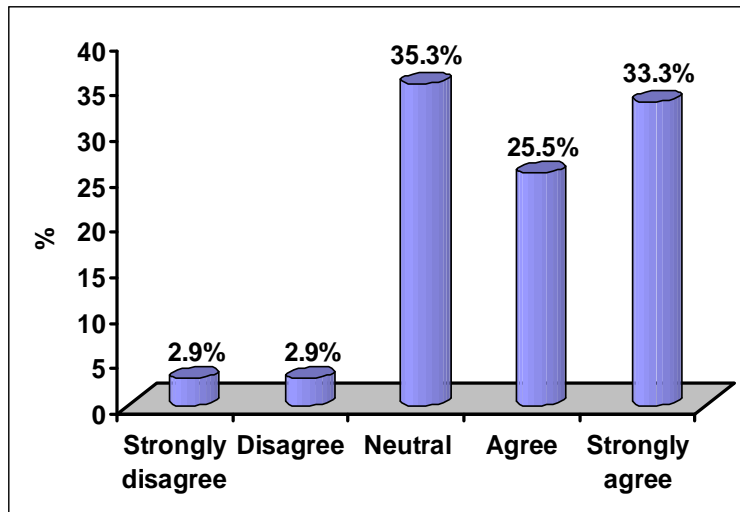


Figure 4.10 which was established through Question 10 (see Annexure B), illustrates that collectively, 51% of the participants believe that restructuring will have a direct impact on them. The figure further illustrate that 37% of the respondents are unsure and 12.8% of the respondents believe that restructuring does not directly affect them. The reason for a higher percentage of respondents not being sure as to whether restructuring affects them directly, may be due to the lack of transparency and inadequate communication as depicted in figure 4.19 and 4.21, respectively.

Restructuring and its process could be done differently

Figure 4.11: Restructuring could be done differently



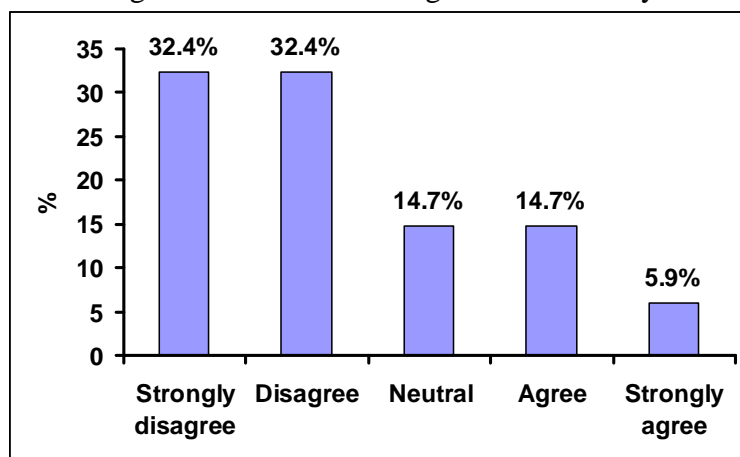
Question 11 and 16 (see Annexure B) aimed to establish whether the employees feel the process and the proposed new structure should be done differently. Figure 4.11 indicates that 35.3% of the respondents are not sure as to whether restructuring could be done differently or not and this may be due to lack of communication. A collective of 58.8% believe that the restructuring process could be done differently, with 5.8% believing that the restructuring process is done in the correct way. The findings indicate that what the respondents are feeling should be changed is not the process itself but the improvement in information sharing from the management down to the employees. The findings are in agreement with the argument of Kotter (2013:1) that management should rather make communication work for them than against them.

Impact of Organisational Restructuring

Questions under this category were designed to examine the impact organisational restructuring has on employees and to determine how employees feel about the process.

Restructuring will cause instability

Figure 4.12: Restructuring cause instability



Question 12 (see Annexure B) aimed to establish whether or not respondents believe that restructuring causes instability in organisations. Figure 4.12 illustrates that a collective of 64.8% (32.4% - strongly disagree; 32.4% - disagree) disagree with the statement and believe that restructuring will not cause instability in the organisation, with 14.7% of the respondents not sure of what the outcome will look like. However, collectively 20.6% of the respondents (5.9% - strongly agree; 14.7% - agree) agree with the statement and are convinced that restructuring will result in uncertainties in the organisation.

The current structure is well designed

Figure 4.13: Structure of work unit is well designed

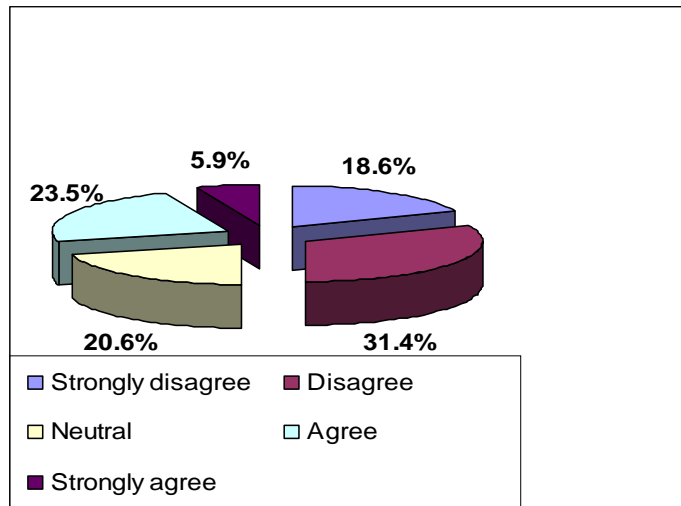
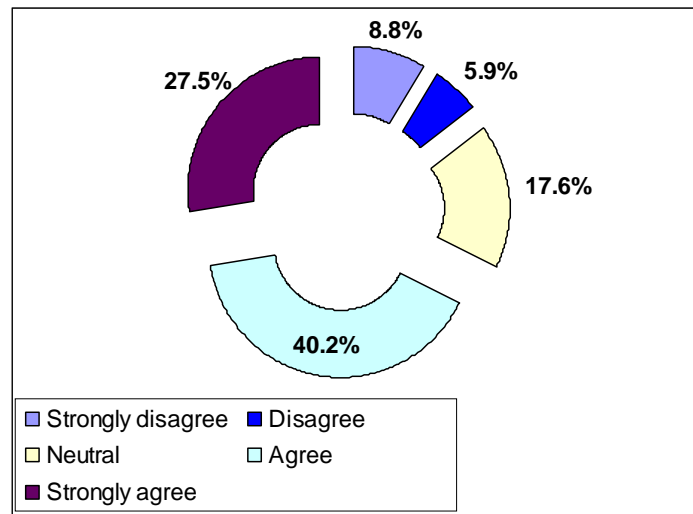


Figure 4.13 is established through Question 13 (see Annexure B) and reveals that 29.4% feel that the current structure of work units is well designed and should not be tempered with. A collective of 50% believe that the current structure of work units should be restructured, while 20.6% of the respondents are neutral to the statement. The results suggest that half of the employees are not afraid of changes and that they are in favour of restructuring.

Willingness to change duties

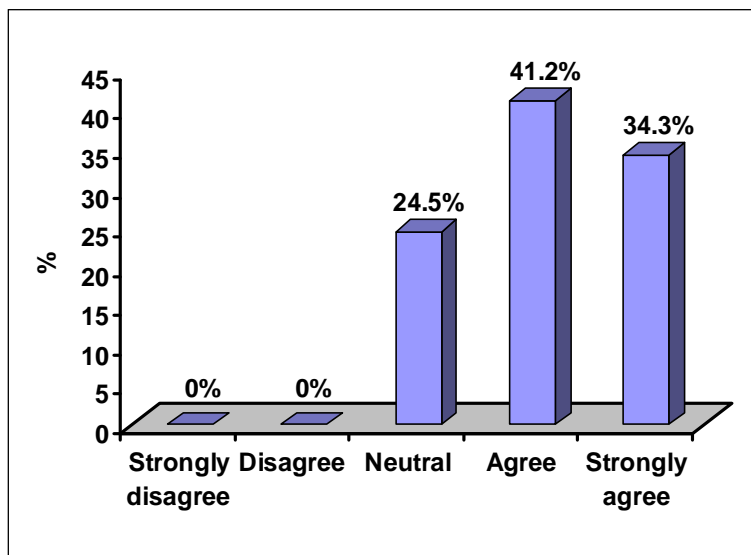
Figure 4.14: Employees’ willingness to change duties



Question 14 (see Annexure B) aimed to establish the number of employees who are prepared to change their duties/roles after restructuring. The findings of this study depicted in Figure 4.14 reveal that 27.5% strongly agrees to change their duties and roles, with 40.2% agreeing to the changes that restructuring will bring with. The findings further indicate that a collective of 14.7% would prefer not to change their duties, whilst 17.6% are still not sure of their decisions pending the outcome of the restructuring.

Working conditions

Figure 4.15: Restructuring will improve working conditions



Question 15 (see annexure B) aimed to establish the state of the current working conditions in the organisation. Figure 4.15 illustrates that employees feel that improved working condition is a priority. Collectively, 75.5% of the respondents indicate that they are certain that restructuring will improve their working conditions. This is in agreement with the views of Longe (2013: 294)

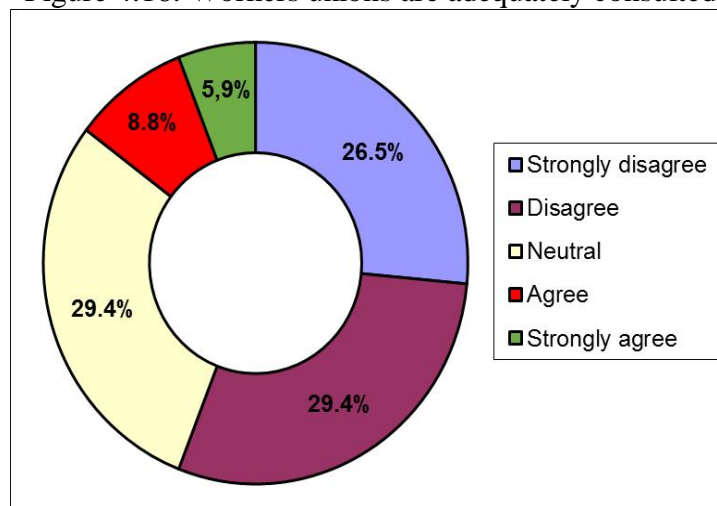
that changes should create favourable working conditions. The figure also indicates that only 24.5% of the respondents were not sure of the effect restructuring will have on their working conditions whilst hence there are no respondents who are negative to the statement. A 24.5% of respondents who are unsure can be justified by a Swedish study (Harenstam, Bejerot, Leijon, Scheele & Waldenstrom, 2004 cited by Quinlan, 2007:6), that pointed to the deleterious effects of organisational change itself, arguing that it increased differentiation of working conditions and the perceived effects were greater in public sector.

Measures to Enable Appropriate/Acceptable Organisational Restructuring

The questions under this category were designed to explore what measures employees feel could be employed to enable appropriate and acceptable organisational restructuring.

Consultation with workers union

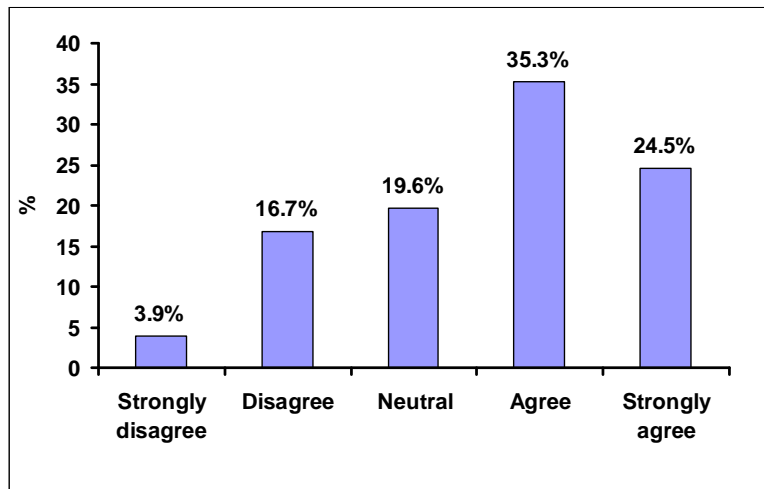
Figure 4.16: Workers unions are adequately consulted



Question 17 (Annexure B) aimed to ascertain that workers unions are part of the restructuring process. Figure 4.16 reveal that a collective of 58.8% of the respondents disagree (29.4% - strongly disagree; 29.4% disagree) that workers unions are adequately consulted. The figure reveals that 26.5% of the participants are unsure as to whether the unions are consulted and just not extending the information to the members or the unions are not being consulted at all. A total of 14.7% of the respondents agree (5.9% - strongly agree; 8.8% agree) that unions are consulted adequately. Any proposed restructuring operation should be fully explained to employees' representatives who should be given such information about the proposed restructuring as to enable them to undertake an in-depth assessment and to prepare for consultations with their members, where appropriate. The results suggest that either worker's unions are not giving their members feedback or that not all the labour unions in the organisation are consulted and informed about the progress.

Purpose of restructuring

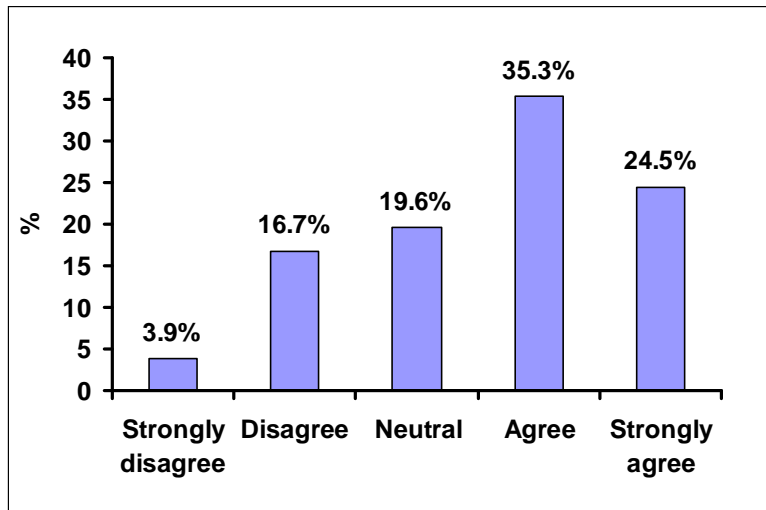
Figure 4.17: Understand the purpose of restructuring



Question 18 (see annexure B) wanted to ascertain that employees understand the purpose of organisational restructuring. Figure 4.17 illustrate that a collective of 59.8% of the participants understand the purpose of restructuring with 20.7% disagreeing with the statement and 19.6% neither disagreed nor agreed. The results indicate that employees are not adequately informed of the purpose of restructuring at GADI. In order for employees to support the strategy completely and to work towards a successful change, management should make it a priority that employees are kept informed of all the developments (Cascio, 2005:44). The purpose of restructuring should be the main theme when communicating with employees before and after restructuring is implemented. This is done in order to make certain that everyone in the organisation understands the purpose of restructuring so that they direct their energy towards achieving the goals.

Experience in restructuring

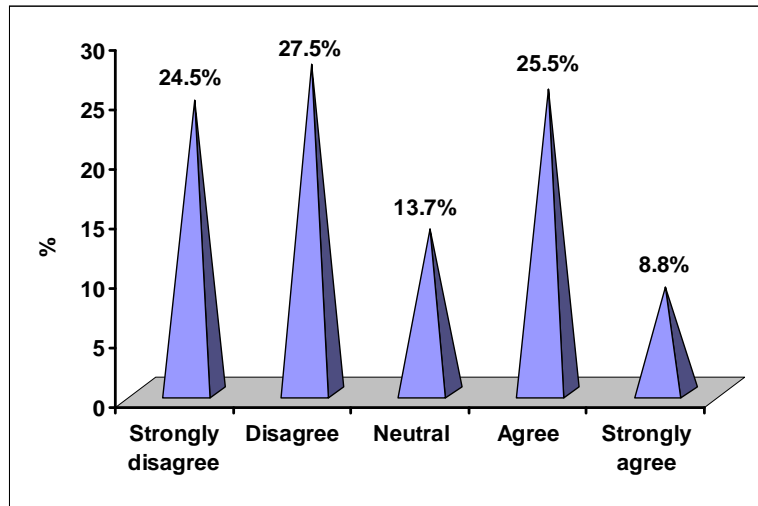
Figure 4.18: Employees have experience in restructuring



Question 19 (see annexure B) aimed to establish whether employees have been part of the organisations that have been restructured before joining GADI. A collective of 22.5% of participants agree that they have experience in restructuring, with 26.5% not sure and 51% disagrees that they have experience in restructuring.

Transparency of restructuring process

Figure 4.19: Restructuring process is transparent

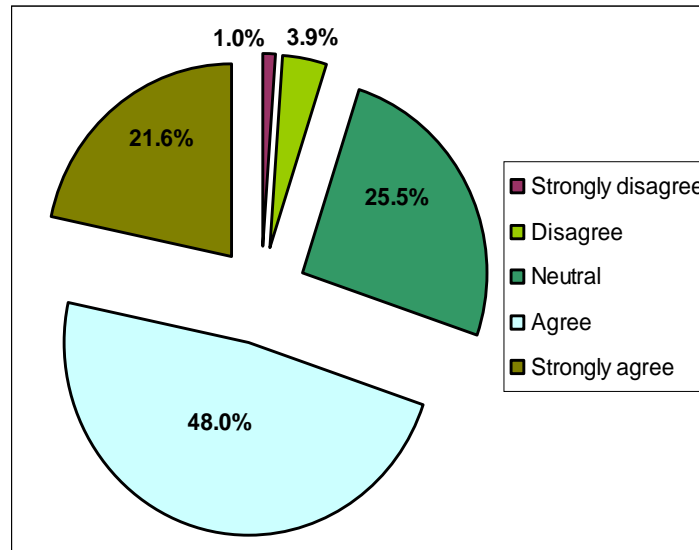


A collective of 34.3% agree that the restructuring process is transparent (Figure 4.19). However, 52% disagrees that the process is transparent with 13.7% being neutral and this may indicate lack of management honesty. According to Sitlington and Marshal (2011:126), a high degree of honesty, transparency and openness during the restructuring process goes a long way in ensuring a subsequent positive attitude and behaviour. The findings of this study are in harmony with the findings reported by Beale (2004:470) that employees may interpret lack of transparency as

being the lack of management commitment and honesty. The results indicate that restructuring process at GADI is not done in a transparent manner.

Dedicated to make restructuring work

Figure 4.20: Willing to work hard for restructuring to be successful



Question 20 (see Annexure B) aimed to establish the support that restructuring will receive. Figure 4.20 shows that collectively, 4.9% of the respondents felt that there is nothing more they could do to make restructuring work. Respondents who feel that they will do more for restructuring to work add up to 69.6% whilst 25.5% are not sure of the activities that they may need to perform in order for restructuring to work. These findings are in contradiction with Greasley et al. (2009:393) who stated that respondents support the initiative but they find it difficult to dedicate them to it completely if it happens many times. Kotter and Schlesinger (2008:1) state that it is vital to create the culture of participation in an organisation to reduce resistance and that it also gives management a chance to communicate and brainstorm ideas and concerns. Cascio (2005:44) also support this finding and further states that restructuring effort’s failure to involve employees in decision making results in lack of support from employees. The findings indicate positive attitude towards change and readiness of employees to participate in order for restructuring to work. The findings are in agreement with Serfontein (2006:157), who states that participative practices provide an opportunity for creating appropriate perceptions about the organisation and its readiness for change.

Adequate internal communication

Figure 4.21: Internal communication

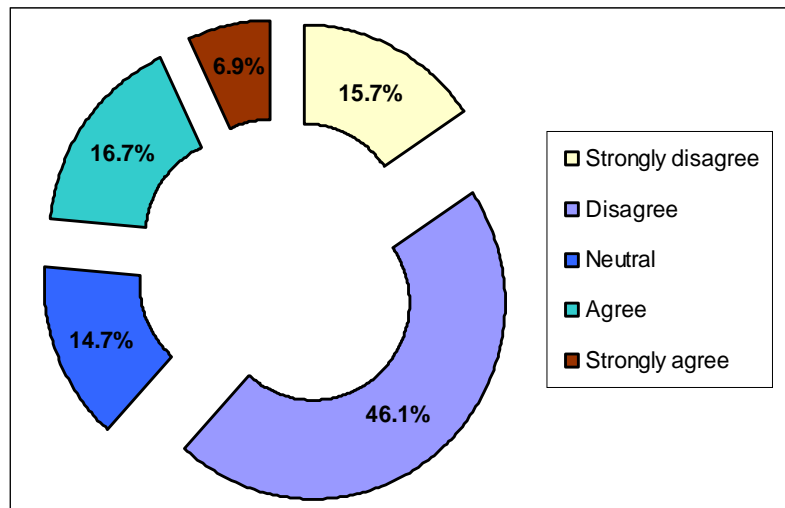


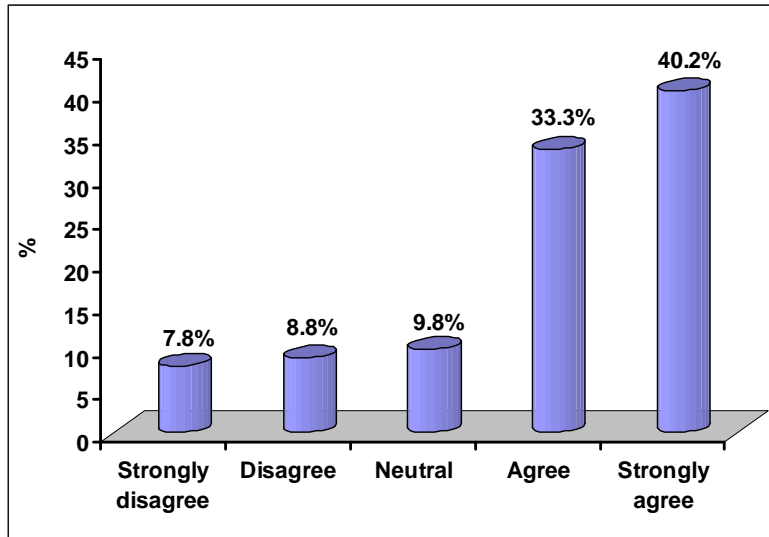
Figure 4.21 reveals a high response of 61.8% of respondents who disagree with the statement that there is adequate internal communication. The findings are discouraged by Paton and McCalman (2000:47), who state that if communication is not managed well in the organisation, rumours will find its way to the employees through competitors and the media. The senior staff within the respondents feels that the restructuring process is consultative and inclusive. This should subsequently encourage management to improve communication from top to the bottom. According to Cascio (2005:44), open and honest communication is important if employees are to trust what management says because trust is crucial for successful restructuring. A total of 14.7% of the respondents are neutral on the statement and a collective of 23.6% believe that there is adequate internal communication. For a successful organisational change, adequate internal communication is encouraged in order to ensure that employees know what is happening, how it is happening and how it affects them (Cascio, 2005:48).

Relationship amongst Employees

The questions under this category were intended to find out the views of the respondents with regard to their relationship with the supervisors and other colleagues. The questions were further designed to establish if respondents were prepared to improve their skills to fit into the new structure.

Relationship with colleagues

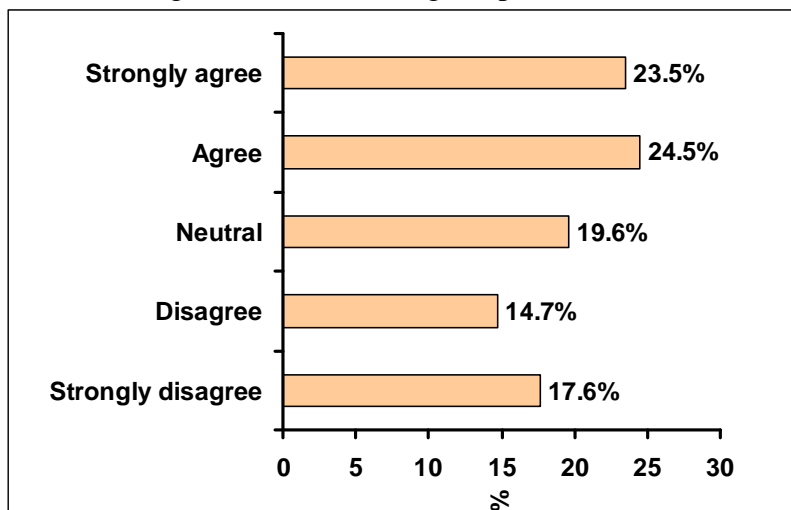
Figure 4.22: Relationship with colleagues



The question was meant to establish the kind of relationship between employees and their colleagues. A collective 73.6% of the participants agree that they have a good working relationship with colleagues as depicted in Figure 4.22. However, 9.8% of the respondents did not want to comment on their relationship with colleagues. Only 16.6% of the respondents indicate unhappiness with their relations with colleagues. Analysis within ethnicity, indicate that a total of 73.5% of the respondents within the black race agree that they have a good working relations with colleagues. A total of 100% of the respondents within the white ethnic group believe they have good relationship with colleagues. Within the coloured race, 55% believe that they have a good relationship with their colleagues. According to Heathfield (2013:1), colleagues with whom an employee sits, interacts, and serves with on teams, are critical components of an employee’s work environment.

GADI a good place to work

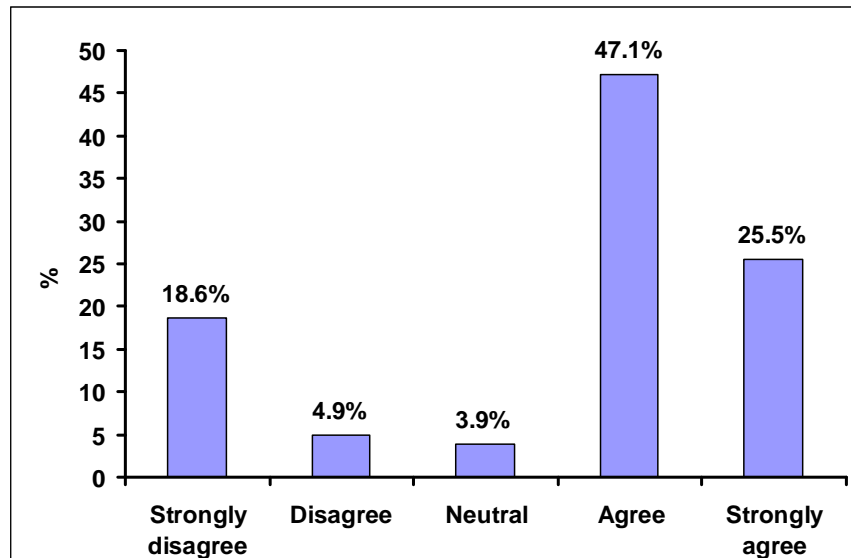
Figure 4.23: GADI, a good place to work



Question 23 aimed to establish if GADI employees can recommend GADI to other people as a good place to work. Figure 4.23 illustrates that collectively, 48% of the participants agree (23.5% - strongly agree; 24.5% - agree) that GADI is a good place to work whilst 19.6% did not want to commit to the statement. A collective of 32.3% disagrees that GADI is a good place to work. A total of 92.8% of the participants within the white ethnic group believe that GADI is a good place to work and 39% and 45% within the black and coloured group, respectively. The results indicate that almost half of the employees would remain and work in the organisation even after restructuring. It is important that employees believe that their work place is a good place to work for improved working conditions.

Relationship with supervisor

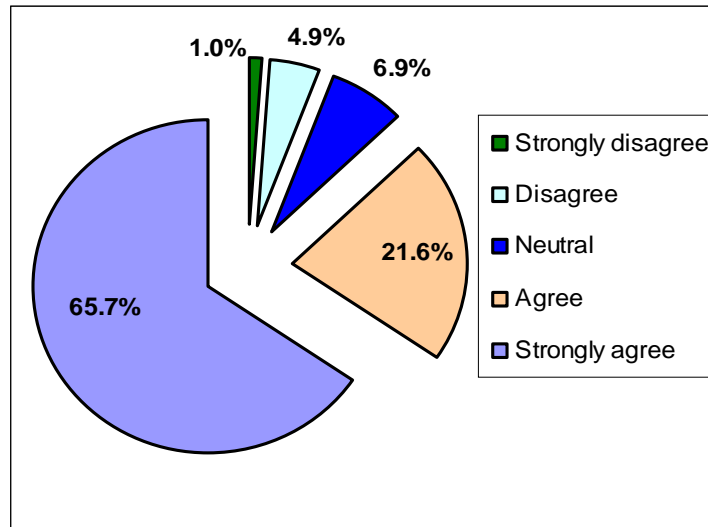
Figure 4.24: Relationship with supervisor



Question 24 (see Annexure B) aimed to ascertain whether there is a good working relationship between employees and their supervisors at GADI. Figure 4.24 suggests that a total of 72.6% of the respondents agree (25.5% – strongly agree; 47.1% - agree) that they have a good working relationship with their supervisors with only 3.9% being neutral about the statement. Nevertheless, 23.4% disagree and feel that their relationship with their supervisors is not healthy. Analyses within ethnicity reveal that, a collective of 100% of the respondents within the white race believe they have a good relationship with their supervisors, followed by 75% and 66.2% from the coloured and black races, respectively. The Chi-Square tests indicate a Pearson Chi-Square of 12.56, degrees of freedom of 8 and Asymp. Sig of 0.128 ($p > 0.05$), suggesting that there is no significant correlation between ethnicity and relationship with supervisor. Heathfield (2013:1) emphasises that employees don't necessarily need to be friends with their supervisors but should have a healthy relationship. She further states that the supervisor as an integral part of the employee's daily life at work for an uncomfortable relationship. The supervisor provides direction and feedback, spends time in one-to-one meetings with subordinates, and connects the employee to the larger organisation. Having an unhealthy relationship with the person an employee reports to undermine the employee's engagement, confidence and commitment.

Willingness to improve skills

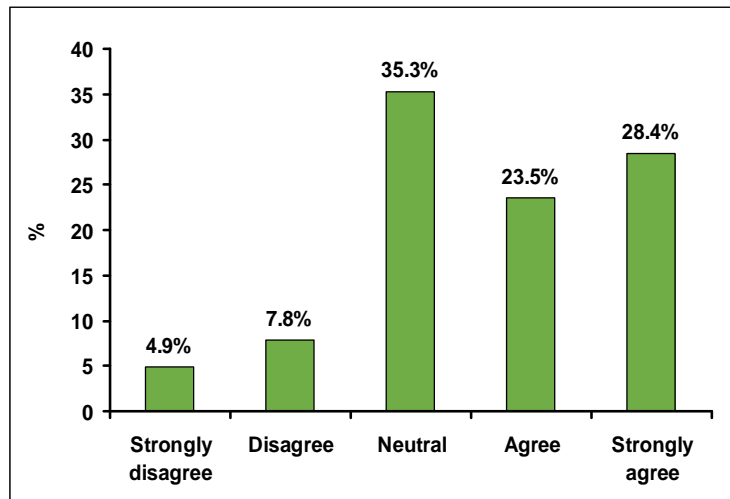
Figure 4.25: Employees’ willingness to improve skills



Question 25 (see Annexure B) meant to establish whether employees are willing to improve their qualifications and skill should a need arise in the new structure. Figure 4.25 indicates that a collective of 87.3% of the respondents are willing to improve their qualifications/skills in order to make the organisational restructuring successful. A total of 6.9% of respondents are not sure and 5.9% disagrees that they will improve their skills for restructuring to be a success. A combined 92.9% within the white ethnic group are willing to improve their skills, with a collective of 88.2% and 80.0% from the black and coloured ethnicity respectively agreeing to improve their skills. Heathfield (2013:1) states that when employees use their significant skills and abilities on the job, they feel a sense pride, accomplishment, and self-confidence. This emphasises the necessity for improved skills and qualification. The training needs of individual workers should be reviewed on a regular basis and appropriate training solutions be identified when and where necessary.

Optimistic restructuring will be successful

Figure 4.26: Optimistic restructuring will be successful



Question 26 (see Annexure B) wanted to establish whether employees feel that organisational restructuring at GADI will be successful. As depicted in Figure 4.26, 35.3% of respondents are not sure as to whether restructuring will be a success or not. The high response in this category supports the findings of Question 20 that the process is not transparent or they might have a feeling that it is too soon to comment (Maggs and Chelin, 2013:672). Nonetheless, 51.9% agree that they are optimistic that restructuring will be successful with only 12.7% believing that restructuring will not be successful. Within ethnic group analyses of respondents who are optimistic that restructuring will be successful indicate a total of 57.4%, 42.9% and 40% of blacks, whites and coloureds, respectively.

CONCLUSIONS AND RECOMMENDATIONS

Findings from the Study

The findings from the study are discussed under two headings namely: findings from literature review and findings from the primary research.

Findings from literature review

- It is often difficult for management to communicate with staff during restructuring
- It is of utmost importance that a comprehensive plan be drawn up and made known to all employees prior to the implementation of new structures
- Communication is one of the key factors of a successful organisational restructuring
- A high degree of honesty, transparency and openness in management of the processes of change may go a long way in ensuring subsequent positive attitudes and behaviours
- Communication must always be a two-way process that involves transmitting the message from management and allows for feedback from employees
- Failure of management to provide answers posed by employees may lead to employees having negative attitude toward restructuring and perceive it as a bad practice
- Organisational restructuring has definite implications for the changes in culture, climate, employee attitude and perceptions with regard to jobs and broader working/organisation environment
- The perceptions of those who work in an organisation are their reality, regardless of what may appear on the state of the organisation
- Restructuring does not have a negative effect on employees' perceptions of the trustworthiness with first level supervisors but act as a bonding agent between employees
- Employees often do not understand the purpose of restructuring due to lack of information sharing from the management
- The "best practices" for restructuring include encouraging staff participation in decision-making and implementation and ensuring there is ongoing, two-way communication with stakeholders and treating people with dignity and respect
- Organisations that restructure in order to increase productivity and gain competitive advantage find that what they gain is a depressed, anxious and angry workforce
- Managers have a major challenge of overcoming employees' resistance to change.

Findings from the primary study

- Only 2.8% of the staff is part of management, this means that if the process is not properly communicated 97.2% of the staff will not be aware of various processes that are unfolding
- Collectively, 79.4% agree that change is inevitable and that it should also take place at the institute
- Research indicated that only 12.7% of GADI employees are not aware of the restructuring that is about to take place and 61.7% are aware
- A collective of 58.8% believe that the restructuring process could be done differently, with 5.8% believing that the restructuring process is done in the correct way. This shows that communication of the restructuring processes is not done at all levels of the organisations
- Research indicated that 64.8% believe that restructuring will not cause instability in the organisation
- Research indicates that 29.4% believe that the current structure of work is well structured and should not be tempered with and 20.6% indicated that they do not know anything about the structure of the work units
- A collective of 55.9% believe that there is no two way communication between management and stakeholders (Unions)
- Research indicates that 14.7% would prefer not to change their duties, whilst 17.6% were still not sure of their decisions pending the outcome of the structure
- Research indicates that even though the level of communication is low, employees are willing to accept change
- Research shows a collective of 59.8% of the participants understand the purpose of restructuring with 20.7% disagreeing with the statement and 19.6% neither disagreed nor agreed
- Collectively 75.5% of the respondents indicate that they are certain that restructuring will improve their working conditions
- Research indicates that 52% disagrees that the restructuring process is transparent with 13.7% being neutral
- A collective 73.6% agree that the working relationship with colleagues is very good
- Research indicates that a total of 72.6% of the respondents agree that they have a good working relationship with their supervisors
- Research indicates that more than half of the employees are optimistic that restructuring will be successful
- Collectively, 67.3% of participants are willing to improve their qualifications/skills in order to make the organisational restructuring a success.

Conclusions

- Organisational restructuring processes are not effectively or adequately communicated to employees. Communication is one aspect that needs to be given first preference in order to achieve buy-in from employees.
- Employees are convinced that restructuring is necessary to improve their working conditions. Employees may feel being cheated if after restructuring they still feel that their working conditions have not improved.

- Half of the employees identify strongly with the organisation and have no plans of seeking alternative employment. There are employees that are loyal to the organisation who wish to dedicate themselves for the betterment of the organisation.
- Lack of transparency is another point raised strongly by employees. It is crucial that there should be transparency and timely information for employees concerning the organisation situation so that they can be involved in restructuring and in the processes of anticipating change. Employees must be involved in discussions at an early stage so that they can take part in the processes of restructuring the organisation.
- Changes are seen to be positive in that they bring about new challenges and opportunities. The results emphasize that change is not always seen as undesirable but it is good and inevitable.
- Employees in the organisation support change but feel the process should be transparent. Transparency will go a long way in motivating employees to work hard towards a successful organisational restructuring. Transparency will alleviate the issues of anxiety and resistance to change.
- Willingness by employees to work hard in order for restructuring to work also indicates loyalty and support of the new structure.
- Employees feel that restructuring affect them directly and this should encourage management to involve employees even in strategic decisions. The fact that employees feel that restructuring directly affect them shows some level of anxiety and doubts which is emphasised by a high number of neutral employees.
- Current structures of work unit should be redesigned. Employees indicated that they are unsatisfied with the way the work units are currently structured and believe that restructuring will address this shortfall.
- Employees have personal interest on the changes that will be implemented
- Relationship between employees and supervisors is good prior to the implementation of the new structure and should be maintained or improved in the new structure.

Recommendations

- **Leadership empowerment:** Leadership should be empowered for the success of GADI change process. Leaders should empower themselves through training to set an example to the staff. Management should ensure that leaders are aware of all the processes and the stages of the process in order to be able to answer the staff should questions arise. In so doing, leaders will be able to portray transparency in all their dealings and day to day work activities.
- **Share the vision with staff:** Management should ensure that staff is not left to guessing the new vision of the organisation. Employees are the ones who will have to work hard to make sure that management's vision is realised. In order for the staff to work towards achieving the vision, the staff should know exactly what the vision is and what need to be done to achieve it. GADI employees should be put in light of what is going on in the institute from the beginning and have access to strategic information about the future direction of the organisation. This should be done by management through information sharing, briefings, newsletter and workshops.
- **Create a culture of transparency:** Leadership should ensure that every little detail concerning the restructuring is communicated to employees using appropriate available communication methods. This will ensure that the process is transparent enough even to

the employee at the lowest level. Transparency will cultivate the culture of trustworthiness amongst employees and they will be willing to work together towards the vision. Management should be ready to admit to problems, to strive for balanced reporting and to be open to ideas of others.

- **Create a sense of urgency:** Management should create a sense of urgency to indicate to the employees that restructuring is needed for the organisation to be successful. When the transformation process is slow, this increases the levels of anxiety in the group. Good restructuring practices require preparation as early as possible, starting as soon as the need to restructure is first contemplated, making it possible to avoid or to reduce to a minimum its economic, social, environmental and territorial impact. This will also show that transformation is really needed in the organisation and is not done only to satisfy other people's egos.
- **Provide adequate support:** management should provide adequate support to employees. This is done to ensure that the levels of stress, anxiety and insecurity remain minimal. Management should not overlook the fact that employees should be guided and supported, both cognitively and emotionally, to adapt to changes.
- **Adequate internal communication:** leaders should ensure adequate internal communication using suitable methods of communication such as workshops and email. Employees will feel as being part of the process and there will be no surprises during the implementation stages which will result in reduced degrees of resistance to change. Employees indicated that they are willing to work hard for the restructuring to be successful hence they need to know so that they can do their part. Ensuring that employees know what is happening, why it is happening and how it affects them is critical to successful organisational change. Every little detail about restructuring should be communicated to employees through billboards, email, and newsletter and also during staff meetings.

Areas for Further Research

- Assessing the impact of restructuring of agricultural colleges on students and lecturers
- Impact of restructuring on working conditions post restructuring
- Assessing working relations between employees and management
- Assessing the impact of post restructuring on perception of trustworthiness
- Assessing the effectiveness of new structures in agricultural colleges.

Conclusion

It is clear from both the primary findings and the findings from the literature that proper and adequate communication enhances understanding and reduces anxiety during restructuring process. The study concludes that employees have positive attitudes toward restructuring and do not perceive it as a threat to their jobs. Furthermore, the study indicates that smooth transition to the new structure may be achieved if proper communication and transparency can be improved. Findings show that employees consider good working conditions as a priority and expect it to be improved by the new structure. The study concluded that overall, employees are in favour of restructuring. However, employees are not completely optimistic that restructuring will be successful. The relationship between employees and also between their supervisors is healthy and need to be improved or maintained even after the implementation of the new structure.

Restructuring at GADI does not indicate a negative impact, and perceptions of employees are also positive.

NOTE:

The principal author presented this dissertation to the Regent Business School in 2014 for the award of the Master of Business Administration Degree (MBA). The dissertation was supervised externally by Glen Hove and the dissertation was edited by Professor Anis Mahomed Karodia for purposes of a journal article. Kindly note that the entire bibliography is presented in this paper and references for this article are cited within the bibliography

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