

Effect of organizational changes on employees' motivation at a Country Club in Kwazulu Natal: from the employees' participation perspectives

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Abstract

Organizations undergo a change that may or may not subscribe to the values of organizational development (OD) and, in many instances, are not accomplished by participative processes. For most of them organizational change has become synonymous with downsizing by cutting expenses and retrenching employees and therefore trepidation by those who are likely to be affected. Employees are integral to ensure the efficiency and effectiveness of an organization. Therefore, if employees perceive that the organizational change is not properly communicated to them, it is likely that their motivation will be affected and may be counter-productive to the objective of the change process. This paper evaluated the strategic change management implementation at a country club in Kwazulu Natal; the employees' participation in the process and its impact on employees' motivation. The quantitative research method with descriptive analysis was administered on a sample of eighty country club employees. The key findings of the study reveal that the management had not created opportunities for employees to participate. Employees felt that they could have made contribution if they were consulted. Employees felt demotivated because of poor communication. Even though the employees felt that the organizational change would help the club to achieve its goals, the club was not able to achieve its financial targets. Employees felt more motivated after the organizational change and the challenge for the management is to ensure that the employees are kept motivated.

Keywords: Organizational change, development, communication, employee participation, motivation, incentive.

Introduction

Country clubs are privately owned clubs, with closed membership that offers recreational spaces, facilities for entertaining and dining. They are also considered as a precursor to gated community (Hostetler, 2011). However, their existence as an exclusive club in the new South Africa is highly challenged.

The particular country club under study is an exclusive leisure club that derives revenue from membership fees and members' activities obtained through the use of clubs' facilities. In recent years, the number of members has dwindled resulting in the club being unable to sustain financially. New management was appointed with the task of curbing losses and bringing the club at least to break-even within two years. To achieve this objective, the new management initiated a strategic organizational change process to improve performance by altering the formal structure of task and authority relationship, strive for their survival in a competitive

environment (Brown, 2011). Jones (2010) stated that organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness. Furthermore, organizational change is triggered by the need to respond to new challenges or opportunities presented by the external environment, or anticipation of the need to cope with potential future problems (McNamara, 2011)

However, for most managers organizational change has become synonymous with downsizing by cutting expenses and retrenching employees; and as a result some trepidation may be felt by those who are likely to be affected (Rao and Hari Krishna, 2003). Employees are integral to ensure the efficiency and effectiveness of an organization (Robbins and Judge, 2012). Therefore, if employees perceive organizational change as something to be feared, it is likely that their motivation will be affected which may be counter-productive to the objective of the change process (Jones, 2010). The strategic change implemented by the new management at the country club was not in consultation with employees. This led to a reduction of close to fifty percent of the original staff, closure of outlets and changes in day to day operations. The impact of the strategic changes at the country club had negative impacts on the morale and motivation of the remaining employees.

Participation of employees in the decision-making process and involving them in organizational change plans and goals setting has been shown to have a positive impact on the employee's commitment towards the organization (Kirmizi and Deniz, 2009). Abdullah and Ismail (2011) stated that involving employees in these processes adds to their satisfaction and commitment. Legislation in South Africa gives relatively strong support to various forms of employee participation. However, as a concept, it is viewed differently by employees, trade unions, employers and the government. It may further involve direct involvement of employees or indirect participation by means of an elected representative on a workplace forum or collective bargaining (Finnemore and van Rensburg, 2002).

The process of organizational change won't be the last at the country club. It also means that the club will not be the only country club to engage in the organizational change. There may be future changes that may happen at the country club and other similar organizations. This paper therefore, provides some useful insight which may assist agents of future change to plan and implement changes in such a way that the problems raised in this paper may be minimized or eliminated. This paper therefore, serves as a tool to inform future organizational changes endeavours and in the process contribute to the knowledge base of organizational change processes.

Organizational change

In the current business environment organizations pursue throat cut competition to survive. The competition they undergo may not be carried out with the old way of doing business. Therefore, they all tend to undergo an organizational change. The term organizational change and its implication means different to different people. According to Brown (2011:195), "organizational change attempts to increase organizational efficiency with the purpose of increasing productivity through invigorated employees who are able to develop creativity, performance, and innovation beyond traditional levels". For Ivancevich et al. (2004:563), organizational change, "refers to managerial attempts to improve performance by altering the formal structure of task and authority relationship". The aforementioned authors further explained organizational change as a long-term and continuous process consisting of different stages and advised managers to take each stage carried out properly to succeed. Organizational changes are also processed with the participation of all stake holders. Especially, the participation of employees as an individual or

through their representative is paramount for the success of organizational change (Robbins and Judge, 2012).

Employees participation in organizational change

The manager or the agent of the organizational change should make sure that all parties involved in the change are allowed to participate in the decision process rather than being forced to go along with it (Noe et al., 2012). This is a basic technique that may be used to increase acceptance of change and increase motivation. If there is a union in the workplace, it needs to be involved and be supportive of the change program (Brown, 2011).

Higher employee participation leads to higher employee performance and organizational commitment in general. Noe et al. (2012) asserted that employees who are engaged in their work and committed to the company they work, give companies competitive advantage including higher productivity, better customer service, and lower turnover. This was further emphasized by Grobler et al. (2006) who state that the importance of employee's participation is because a feeling of participation in the assessment process enhances employee motivation to undergo in the change process. However, Grobler et al. (2006) asserted that employees who indicated a choice but did not receive it had a lower motivation level in the organization change process than those who are never made a choice. Therefore, the change management agents need to be careful on the choices that are given to employees.

Employees motivation and Organizational Change

The level of employees' participation in the organizational change may affect the employees' motivation. Brown (2011) states that when employees' personal resources and talents are fully utilized, their morale gets higher and motivated to achieve organizational goals. According to Robbins and Coulter (2007:253), "*Motivation is seen as the process by which a person's efforts are energized directed, and sustained towards attaining goal.*" Motivation, further explained by Bhattacharyya (2006) as a process governing choice. Furthermore, Robbins and Judge (2012) defines motivation as the process that account for an individual's intensity, direction and persistence of efforts towards the attainment of a goal. Colquitt et al. (2011:179) defined motivation "as a set of energetic forces that originates both within and outside an employee initiated work-related effort that determines its direction, intensity, and persistence". It was further explained by the aforementioned that motivation is a critical consideration because effective job performance often requires high levels of both ability and motivation.

Motivating employees is very important for an organization because motivated employees improve the organization's performance; always look for new way of doing things; concentrate more on quality which is beneficial to the organization; are more productive, are goal-directed and act in a purposive manner (Aswathappa, 2005: :189). Furthermore, Nel et al. (2007:41) discussed individual employees and their psychological contracts by stating that "individual performance is the result of motivated employee behaviour that is best achieved by integrating the personal goals with the goals of the organization". For the aforementioned, this is due to the fact that the management of organizations has certain expectations from employees and the employees in the same way expect to receive benefits from the organization. The implementation of organizational changes may cause employees to feel threatened and feel that their expectations may not be met during the process. Feeling threatened may occur if restructuring results in people moving to new positions, redundancy or a change of contract of employment to one with lesser benefit, resulting in a reduction of a feeling of security and promotion opportunities (Mullins, 2010a).

Furthermore, some employees fear change because it may introduce them to new working environment in which they may have to work with either superior or subordinates with different attitudes and methods of working and they may also lack requisite skills for such a new position. In such instances, if the altitude of those around them does not match their own expectations, employees may feel a lack of motivation (Drafke and Kossen, 2012).

The Impact of Organizational Change on Motivation

Organizational change that participate its employees may increase the level of motivation of employees. This was confirmed by Ivancevich et al. (2007) who indicated that transforming an organization is impossible unless people are willing to help even if it means making short term sacrifices. Robbins and Judge (2012:282) also reconfirmed the important relationship between communication and employees satisfaction stating “the less the uncertainty the greater the satisfaction and make the environment conducive to making change acceptable”. Sisson (2000:395) states that “communication programs have often been prescribed as a universal panacea for a variety of ailments: low employee morale, high absenteeism and turnover rates, low productivity, resistance to change and labour conflict”. The advantage of open communication is that it promotes favourable employee attitude, informed involvement and increased productivity (Robbins and Judge, 2012).

A lack of formal communication in circumstances of rumoured redundancy and/or outsourcing is seen as fostering low morale, low trust and the pursuit of disparate goals that are detrimental to the effectiveness of the organization (Bhattacharyya, 2006). Such scenario is not conducive to making change acceptable (Drafke and Kossen, 2012). It is therefore, evident that for any change to be implemented successfully, it must be thoroughly planned, it must include input from employees, it must be phased in gradually, it must enjoy “buy in” from employees and must be communicated to employees in an open and transparent manner.

Methodology

A descriptive research design was used for the study undertaken because the discovery of answers to questions relating to fundamental characteristics that define the research subject was sought. In this study, the target population was all employees of the country club. The employees of the country club were further subdivided into management employees and all other employees in order to look at both groups’ perceptions’ of the impact of the organizational change on the employees’ motivation. In total, there were 100 employees who participated in the study. The questionnaires were constructed using the Likert’s rating scale of 5 points, and had three sections that dealt with biographical, assessment of employee’s participation and assessment of the employee’s motivation. The questionnaires were handed to every employee personally in self-addressed envelopes together with covering letters. The employees were asked to drop the envelope in a specially designated and locked box outside the HR office after completion of the questionnaire. Quantitative research method and SPSS (23) was used for the analysis. Face validity was used to test the instrument through the discussion with the supervisor and academicians in the field.

Findings and discussions

The research instrument consisted of 35 items, with a level of measurement at a nominal and ordinal level. Cronbach’s Alpha, indicating reliability is presented in Table 1. According to George and Mallery (2011:231), an alpha of ≥ 0.7 is normally considered to indicate a reliable set of items and hence all sections of the questionnaires administered were reliable. The total instrument reliability was 0.909; and proved to be highly reliable.

Table 1 Cronbach's Alpha Coefficient for Instrument

Section	Cronbach's Alpha Coefficient	Number of Items	Comment
B	0.868	12	Reliable
C	0.827	11	Reliable
D	0.919	12	Reliable
Total	0.909	35	Reliable

The research questions test for normality was conducted to determine if the data set was well-modelled by a normal distribution or not and the result indicated that both the Kolmogorov-Smirnov and the Shapiro-Wilk were significant. There was a violation of the normality assumption of parametric tests hence Kruskal-Wallis non-parametric tests were run as the test was much less sensitive to outliers (George and Mallery, 2011). The use of the one-way ANOVA was inappropriate as the data was ordinal and hence more of descriptive analysis method was used (Pallant, 2013). Out of 100 answered questionnaires distributed, 80 were useable for the analysis. Out of which 60 were non-management while the managers and supervisors accounted for 10 each (Table 2). The majority (70%) of the employees had no college diploma or degree while only 1 person had post graduate qualification and 2 persons had first degree. Almost 85% of the employees had less than 10 years of experience and 57.5% of them were permanent employees.

Table 2. Demographic Information

Variables		Frequency (n)	Percent (%)
Sex	Female	40	50
	Male	40	50
Age	20-30	47	58.8
	31-40	18	22.5
	41-50	10	12.5
	51-60	4	5
	60>	1	3.8
Qualifications	<= Matric	2	70
	Diploma	4	26.3
	Degree	33	2.5
	Post Graduate	3	1.3
Employment Contract	Permanent	46	57.5
	Temporary	25	31.3
	Outsourced	9	11.3
Length of Service	< 5 Years	57	71.3
	5 -10 Years	11	13.8
	> 10 Years	12	15
Occupational Level	Management	10	12.5
	Supervisor	10	12.5
	Non-management	60	75

All employees were asked to rate their level of participation with regards to the communications about the need for organizational change; consultation on the design of the change initiated; communication during the change process as well as the new vision and mission of the organization and the result is presented on Table 3.

On Table 3, it was indicated that almost 41% of employees at the country club agreed and strongly agreed that the need for the organizational change was somehow communicated to them. It is a cause of concern that 42% of the respondents indicated their disagreement and strong disagreement to the statement. Eighteen percent of the respondents were unsure that the need for organizational change had been communicated to them. Peppard and Rowland (2002:237) contend that people must understand why there is a need for change so that they participate in the change process and minimise the resistance to change. Employees' involvement in the consultation of the design of the organizational change was assessed and 53% of the respondents disagreed and strongly disagreed to the statement that they were consulted about the design of the organizational change.

Table 3: Perception of employees on the OC communications and goals

Employees were asked about their perception that :	Strongly Disagree		Strongly Disagree		Neither Agree nor Disagree		Agree		Agree	
	Frequency	% age	Frequency	% age	Frequency	% age	Frequency	% age	Frequency	% age
there was communication with employees regarding the need for Organizational Change (OC)	10	12.5	23	28.8	14	17.5	29	36.3	4	5.0
there was communication of the new vision and mission during the OC to the employees	13	16.3	26	32.5	17	21.3	19	23.8	5	6.3
there was consultation on the Design of the OC	14	17.5	28	35.0	18	22.5	18	22.5	2	2.5
there was regular communication during the change implementation	10	12.5	25	31.3	19	23.8	25	31.3	1	1.3
the departmental managers gives feedback to them on achieving their departmental goals	9	11.3	14	17.5	11	13.8	36	45.0	10	12.5
the OC has Improved Communication	8	10.0	16	20.0	18	22.5	30	37.5	8	10.0
there was a real requirement for OC implemented	6	7.5	13	16.3	28	35.0	28	35.0	5	6.3
OC will Improve the Goal of the Organization	10	12.5	13	16.3	25	31.3	24	30.0	8	10.0

Only 26% of the respondents agreed and strongly agreed that they were consulted in the design of the organizational change. This indicates that it was only the managers and supervisors who were consulted in the design process as 28% of the respondents were indicated as management and supervisors (Table 2). The significance of this is that it demonstrates a lack of consultation with non-management employees.

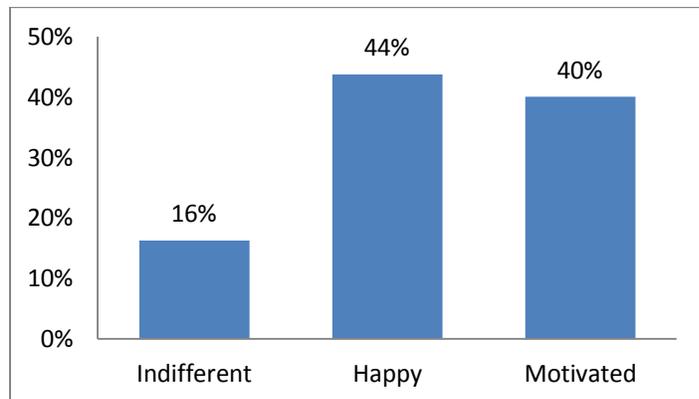


Figure 1: Respondents feeling that if they were consulted in the design of the organizational change

Figure 1 confirmed the discussion above on the need for consultation. From the respondents, 40% would feel motivated, 44% would feel happy if they were consulted in the design of the organizational change. The reverse was also analysed i.e. the feeling of the employees that were not consulted on the design process as shown in Figure 2.

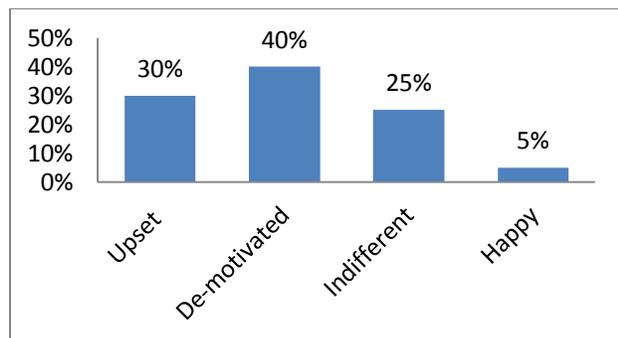


Figure 2: Respondents feeling if they were not consulted in the design of the organizational change

Figure 2 confirmed that 70% of the respondents would be upset and demotivated if they were not consulted in the design of the organizational change. Twenty five percent felt indifferent. From the above three analyses, one can conclude that there are a significant number of employees in DCC that felt upset or de-motivated about the organizational change because they were not involved in the consultation process of the organizational change. This is in contrast to the suggestion by Drafke et al. (2002:359) that for a change to be successful there must be participation where the manager and subordinates are involved in designing and implementing the change process.

Furthermore, Table 3 indicated that 44% of the respondents disagreed and strongly disagreed that there was a regular communication during the implementation process. Twenty four percent of the respondents were unsure of the communication as they were relatively new to the organization as 65% (Table 3) of the respondents have less than or equal to five years of service at the country club. The respondents who agreed and strongly agreed constitute 32% and were obviously the management and supervisory employees. Sisson (1995:595) stated that a lack of formal communication in circumstances of rumoured mergers, restructuring and redundancies foster low morale, low trust, and the pursuit of disparate goals that are detrimental to the organizational effectiveness. Open communication on the other hand promotes

favourable employee attitude, informed involvement and increased productivity coming out of their motivation.

Table 3 also showed that the 49% of the respondents claimed that they were not communicated to by strongly disagreeing and disagreeing to the statement that the new vision and mission of DCC was communicated to them. Management and supervisors seem to have been communicated the new vision and mission as reflected by a 30% agreeing and strongly agreeing to the statement above. According to the CEO, the employees were communicated to about the new vision and mission of the country club, the majority of the respondents however thought otherwise. This was a missed opportunity by the change initiators at the country club. Brown (2011:174) confirms that a well-articulated and communicated vision can provide the members with a mental image of the future and give them the enthusiasm and motivation to accomplish a common goal.

Figure 3 reflected that 30% rated the overall communication as neither good nor poor. In fact, 9% of the respondent rated the communication as poor. It was found that 28% of the respondents rated the communication as good while the remaining 9% rated it as very good.

Though most of the respondents felt that communication had improved due to the organizational change in responding to the previous statement, the majority of the employees still felt that communication at DCC needed a lot of improvement.

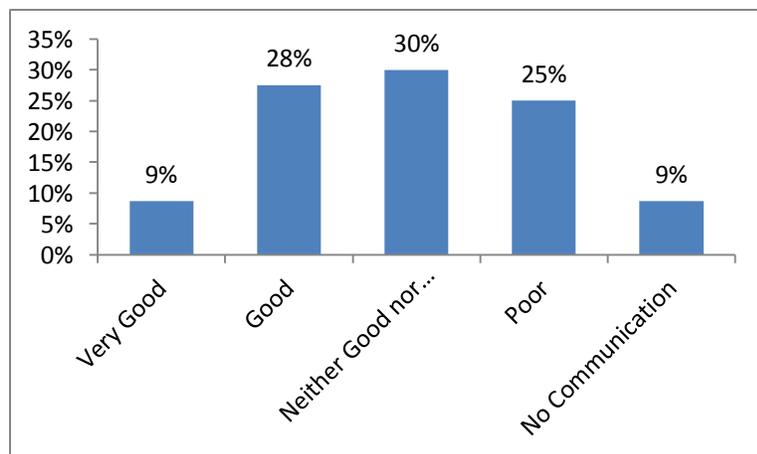


Figure 3: Respondents Rating of Overall Communication at the Country Club

Respondents were asked to respond to the statement that the change implemented at the country club was required (Table 3) and 24% of the respondents strongly disagreed and disagreed while 41% agreed and strongly agreed. It was found that 35% of the responded were unsure as they were relatively new to the organization or were employees of outsourced company. This could be due to the fact that communication had not reached all levels of employees, as indicated above, and management was therefore better informed.

The employees were also asked if change was required and if the change implemented improved the goals of the organization (Table 3). The majority of the respondents, 40%, had agreed and strongly agreed that the organizational change at the country club would positively affect the goals of the organization while 29% felt otherwise. Again 31% of the respondents were unsure of the consequences of the change. It is evident from the above statistics that the common trend is that respondents believed that the organizational change would achieve the goal of the country club. This confirms the view held by Schermerhorn (2004:82) that

organizational change is an attempt to change an organization's structure in an attempt to improve its performance. Furthermore, the non-parametric Kruskal Wallis test revealed that there was a significant difference in occupational level and their belief in change implemented to improve the goal of sustaining the organization.

Finally, the employees were asked if the managers provide continuous feedback to help the employees achieve their departmental goals and if communication has improved subsequent to the organizational change. As per Figure Table 3, over 58% of the respondents agreed and strongly agreed that their managers gave them continuous feedback to achieve their departmental goals. This was particularly good news to the country club because day-to-day communication is believed to exist by most respondents. It was found that 29% of the respondents strongly disagreed and disagreed to getting feedback from management. As shown in Table 2, 32% of the respondents were temporary and outsourced employees, and one can assume that most of the feeling of lack of departmental feedback was coming from them.

The impact of the organizational change on employees' motivation was analysed and the result was presented on Table 4. This analysis was made by initially asking the respondents their perception on some pertinent variables influencing employees motivation based on the motivational theories discussed above. This was then followed by questions on what they felt about the overall organizational change process. Finally, a comparison was made of respondents' rating on their level of motivation prior to and after the organizational change.

Table 4: Impact of Organizational Change on the employees' motivation

Employees were asked about their motivation after the organizational change that:	Strongly Disagree		Strongly Disagree		Neither Agree nor Disagree		Agree		Agree	
	Frequency	% age	Frequency	% age	Frequency	% age	Frequency	% age	Frequency	% age
employees are productive due to motivation	6	7.5	5	6.3	11	13.8	41	51.3	17	21.3
salary is market related after the OC	17	21.3	25	31.3	15	18.8	18	22.5	5	6.3
salary is on-par with employees in other departments with the same position and qualification	14	17.5	28	35.0	18	22.5	18	22.5	2	2.5
managers recognize employee's effort	4	5.0	10	12.5	14	17.5	36	45.0	16	20.0
employees have secured job after OC	6	7.5	13	16.3	32	40	20	25.0	9	11.3
employees have an opportunity for personal development	7	8.8	10	12.5	24	30.0	25	31.3	14	17.5
there is a possibility for promotion	12	15	21	26.3	18	22.5	21	26.3	8	10.0

As per Table 4, the majority, 72%, of the respondent believed that they could be highly productive when they were motivated and 14% of the respondents did not agree with the statement. Taylor cited in Wilkinson (2009), expressed that employees are basically lazy and have to be motivated by management through the pay system. Furthermore, the writers asserted that employees are primarily motivated by money and if they are motivated they represent an asset to the organization. A total of 52% of the respondents disagreed and strongly disagreed that their salary were market related while only 29% agreed. Considering salaries are one of the major motivating factors, the majority of the employees at the country club were not motivated as they perceived their salaries as not market related. Furthermore, 40% of the respondents disagreed and strongly disagreed that their salary was on par with employees of the same level working in other departments while 31% agree and strongly agree to the statement. According to Drafke and Kossen (2012), employees are most comfortable when they

feel that what they are receiving from work is similar to what everyone else is receiving from work, be it in the form of money, satisfaction, recognition, responsibility or any other benefit. Therefore, the majority of the employees at the country club are not motivated due to their perception that other employees of same qualification and experience were getting better salaries in other department. Unlike the above employees' perceptions 65% of the respondents agreed and strongly agreed that their manager recognized their effort while only 17% disagreed and strongly disagreed to the statement. The remaining 18% of the respondents neither agreed nor disagreed. With regards to their Jobs security, 36% of the respondents believed that their jobs were secure. It was found that 8% of the respondents strongly disagreed while another 16% disagreed with the same statement. A total of 40% of the respondents neither agreed nor disagreed. The majority (49%) of the respondents felt that they had an opportunity for personal development. A total of 21% disagreed and strongly disagreed that there was an opportunity for personal development after the organizational change. A significant number of respondents (30%) responded by neither agreeing nor disagreeing to the statement. Finally, 41% of the respondents didn't feel they had possibilities for promotion at the country club. Specifically 26% of the respondents disagreed while 15% strongly disagreed. Only 10% strongly agreed that they had the promotion possibilities while 26% agreed to the same statement. The remaining 23% of the respondents neither disagreed nor agreed to the statement.

To gauge the employees' over all feelings they were asked which word describes their feelings about the OC at the country club and the response is presented on Figure 4.

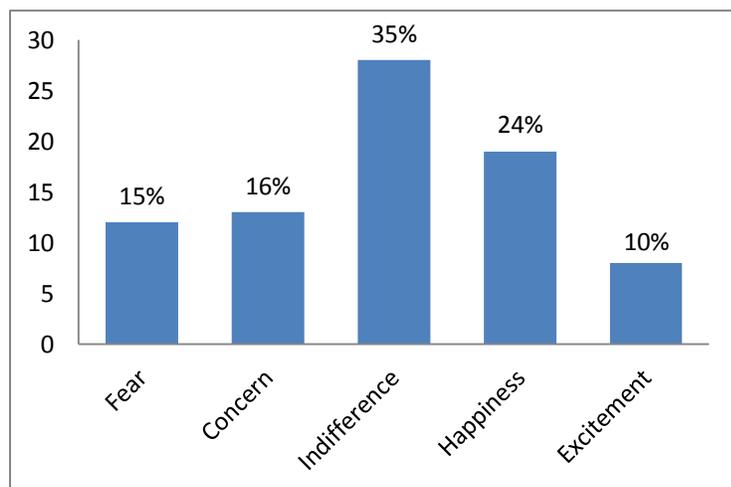


Figure Error! No text of specified style in document.: Respondents overall feeling about the organizational change

Only 10% of the respondents felt excited; 16% were concerned; 15% felt fear; and 35% were indifferent about the organizational change at the country club. It was only 24% of the respondents that felt happy. The majority of happy respondents could have come from management and supervisors which comprised 25% of the respondents.

Employees' were asked to rate their motivation before and after the OC at the country club and the result is depicted on Figure 5.

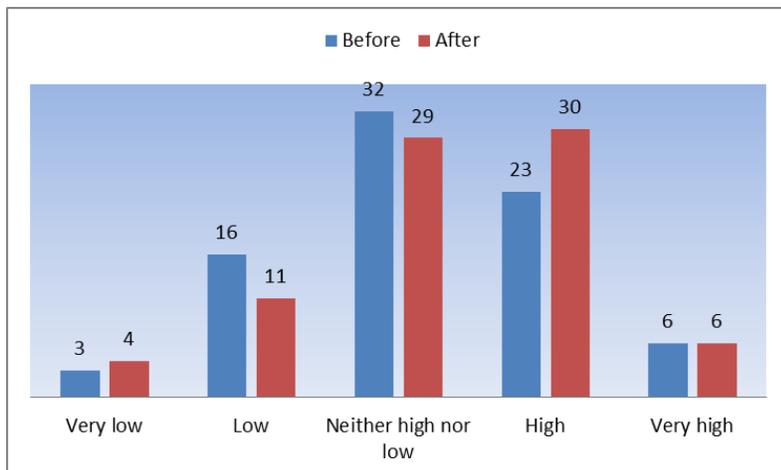


Figure 5: Employees motivation before and after the OC at Country Club

Respondents rated their level of motivation prior to organizational change. It was found out that 24% of the respondents indicated it was low and very low while the 37% respondents indicated that it was high and very high. The majority, 40% of the respondents indicated as neither high nor low. It can therefore be concluded the majority of the employees at the country club prior to organizational change had adequate level of motivation.

Figure 5 further indicated the rating of employees' motivation after the organization change and 45% of the respondents stated that their level of motivation was very high and high. Only 19% of the respondents felt their level of motivation to be low and very low. The remaining respondents, 36% neither felt high nor low. The result indicated that the level of employees motivating has improved slightly at the country club after the organizational change as compared to the level of motivation prior to the organizational change. This finding is in line with the management's perception that employees were relatively motivated due to the organizational change.

Conclusion

As indicated in the literature review, the participation of employees in the decision-making process and their involvement in organizational change plans and goals setting may have a positive impact on the employee's commitment towards the organization. Involving employees in these processes, adds to their satisfaction and commitment. Higher employee participation leads to higher employee performance and organizational commitment in general. In the case of the country club, first, the majority of employees were not consulted on the design of the change initiated by top management before the rollout. Secondly, there was inadequate and irregular communication with employees during the change implementation at the country club. Thirdly, the overwhelming majority of the employees and management were not communicated to regarding the new vision and mission of the organization. Fourthly, since the need for the organizational change was not adequately explained by the management to the employees, most employees believed that the change implemented at the country club was not the required change for the organization. In spite of this, however, the employees believed that the change may have achieved the goal of the country club although the secondary data obtained from the country club's report of operation proved otherwise. Fifth, there was a strong indication that, if the employees were consulted and involved in the design of the organizational change, their commitment to the organization would have been stronger and the change process smoother. Finally, most of the employees believed that communication has not improved subsequent to

the organizational change. However, they also believed that their immediate supervisors and managers provided them continuous feedback on the day-to-day operation of their individual departments to help them achieve their departmental objectives.

Recommendations

The first recommendation to improve employees' participation is to communicate the organizational change from its inception to implementation on a regular basis. The level of communication needs to be open and transparent. Management need not only communicate but must make sure that the employees understood the concept and were committed. Furthermore, employees need to be involved in the design process and given diversity training (Dobbin et al., 2011). It is the employees not the management in the board room who would be executing the change plan and their input needs to be valued. This could be done through creating a forum for employees to make their suggestions; inviting employees to place their suggestions in a suggestion box; have brain storming exercises for groups; use intranet to post change information and collect suggestions. Furthermore Mullins (2010b:751) recommended that first, the employees must be engendered with autonomy and trust by freeing them from organizational constraints in their exercise of their duties and reducing the need for supervision by empowering them. Second, the management needs to be perceived by the employees as authentic leaders by practically engaging them.. Third, management provides challenging work and personal development. Fourth, management should create values, respect and involves each employee's and invoke a sense of community.

With regards to the motivation of employees, first and foremost, the country club management needs to recognize and be sensitive to individual differences as employees have different needs and have to be addressed accordingly.. The management should spend more time trying to understand what is important to each employee. This will allow management to individualize goals, level of involvement, and rewards in alignment with individual needs. The management at the country club also needs to design jobs in alignment with individuals maximizing their level of motivational. Secondly, the management should allow employees to participate in decisions that affect them (setting work goals, choosing their own benefits packages, solving productivity and quality problems) in order to increase employees productivity, commitment to work goals, motivation, and job satisfaction. Thirdly, the management need to link reward to performance and it should be perceived by employees as equating with the inputs they bring to the job.

Limitations and Recommendations for Future Study

The limitation of this study is that it looked at the organizational change of one of the many country clubs in Durban. To establish the impact throughout the industry, it may be necessary to carry out a similar study on a larger scale involving more country clubs in South Africa.

This study only looked at the relationship of organizational change, employees' participation and its impact on motivation. A future study could look at employees' motivation before organizational change and compare it to employees' productivity. This will provide a more conclusive insight into the relationship that exists between organizational change, motivation and productivity.

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