

The Management of Change and Organizational Culture within the Media Industry in South Africa

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Abstract

The target of this examination is to break down the impacts of hierarchical culture on management of change practice in the South African media industry as the nation is situating itself to grasp the fourth Industrial Revolution (4IR). Led through a cross-sectional study of the media houses in South Africa, this research collected data both qualitative and quantitative in nature. Questionnaires were distributed to a total of 60 managers in the South African media space, with a response rate of 90%. The examination confirmed that change is a procedure driven by a few vital contemplations, which include the need for progressively harmonized techniques for conducting work and the improvement of business execution. These contemplations regularly are the outcome in organized change issues, dependent on the supposition that the management of change involves a compelled course of action of conciliation that can be recognized in a for the most part limited timeframe. Practically, the ramification of this investigation is to guarantee that firms basically assess all the significant factors and by expansion in this way include all the applicable partners for a progressively effective change management procedure in the present period of the 4IR.

Keywords

Change, Change Management, 4th Industrial Revolution and Organizational Culture.

1. Introduction

The media business in South Africa has advanced and has moved towards imposing business model gathering possession in a couple of hands and spending it to cover more fields. Media proprietors are driven by the benefit motive, and they have a restricted government proposition (Information and Communication Technology Policy, 2008) to constrain cross-media possession. South African's audiences can access diverse media choice; however, they are vigorously divided. Group of spectators' tendencies, inclinations and examples influence media conduct. South African's media clients utilize the radio mostly, followed by TV and papers, while exposing themselves to more than one channel and media daily.

The audience in South Africa change rapidly which compels media houses to adjust to their needs and interests immediately. In spite of the fact that media literacy is low, trust in the media to react precisely on political issues is high (Ipsos, 2011). In spite of these difficulties, the data and innovation revolution has emphatically influenced the media in South Africa.

Innovative convergence has given numerous data stage that have expanded the assorted variety of data hotspots for audiences. The technological convergence has additionally gotten more noteworthy in the way the media industry operates and energized the development of journalism by citizens. Advanced relocation from simple to computerized innovation can carry gigantic advantages to the part as it will profit more TV stations to financial specialists. Since the South African government's unwinding of broadcasting guidelines and enactment, somewhere in the range of 74 percent of South Africans have access to the nation's more than 300 radio stations, be it commercial/public and community stations (Businesstech.co.za, 2019), regardless of new technologies enabling online streaming as well as enhanced broadband connectivity. Television is the second most famous medium being accessed by 82% percent of the population (Statistics South Africa, 2018). A sizable number of individuals in South Africa read newspapers, "mobile technology as a media presently rivals radio," (Ipsos, 2011). The accessibility of portable TV and radio gives individuals access to news at whatever point they need and thus, they do not need to be at a physical area at a specific

time to expend news. These ends are bolstered by Ipsos-Synovate's discoveries demonstrating that numerous South Africans currently approach radio, TV and papers by means of the Internet and cell phones (Ipsos, 2011).

1.1 Background, Rationale and Value of the Study

Because of natural intricacy, globalization, rivalry, impact of innovation and changing purchaser needs, the change demand has turned out to be vital. Nowadays, it has been observed that majority of business managers argue that change is viewed as a steady wonder which should be taken care of and oversaw appropriately if an association is to be sustainable. The exactness of these factors has created an outer environment that is active, unusual, challenging and frequently devastating to those firms which are unfit to react or not appropriately equipped (Burnes, 2004).

While every public business needs to consider the most ideal approach to move toward change dependent on their specific social and partner's points of view, common factors critical to successful change management include planning, characterized governance, leadership that shows commitment, educated stakeholders and an adjusted workforce. The degree to which every one of these five variables is displayed in fruitful change ventures will differ contingent upon nature of the change in question (Heathfield, 2009). The theories applicable for the study are Behaviorism theory B.F Skinner (2012) and Management systems theory (Kast and Rosenzweig, 1972).

As indicated by Burnes (2004), there are two ways to deal with management of change, and these are emergent and planned changes. Change that is planned is a procedure of moving starting with one fixed state then onto the next through a progression of pre-arranged stages. While change that is emergent sees change as a consistent open finished and eccentric procedure of adjusting and realigning the organization to its evolving condition.

The study is adding to the body of knowledge on the foundation of organizational culture and change management practice in the South African media industry as the country embraces the 4th Industrial Revolution. As such, it will establish the different aspects organizations should consider in terms of business culture and change management.

1.2 Purpose and Objectives of the Study

This study explores the dynamics of the sociological phenomenon of organizational culture and more specifically the implementation of a cultural change initiative within the South African media industry. The purpose of the study is to document and analyze the conception and implementation of the cultural transformation initiative in media industry.

This study examines analyses and seeks to understand why the media industry has decided to implement the cultural change initiative as well as how The South African media industry engineered and executed the transformation. Essentially this study seeks to understand why and how the media industry implemented the impact of culture in change management.

The objective of this study is to determine the effects of organizational culture related to the management of change practice with the main focus being the media industry.

1.3 Growth of the Media Industry in the Era of 4IR

In this era of the 4IR, consumer demand for media and entertainment experiences will keep on expanding, while showing a convergence towards mobile and video, according to Vicki Myburgh, who is media and entertainment leader for PwC Southern Africa (Temkin, 2019). In the PwC's annual report on the Outlook of the Media and Entertainment Industry (2019 – 2023) from an African perspective it is reported that the revenue from the largest consumer segment from TV and video (excluding Internet access) has been \$1 866 million., while the revenue reported by the Entertainment and Media sector has been \$4 509 millions.

Internet infrastructure is regarded as the backbone of 4IR. It is important to note that the reality brought about by the interconnection among computer infrastructure since the birth of the Internet, over the last decade, the development that has been observed has enabled the expansion of the Internet into a next level referred to as smart objects (Pareira and Romero, 2017). It is important to indicate that 4IR through 5G infrastructure plays a major role in access to media, as noted by Myburgh, the convergence toward online media via mobile devices is imminent.

2. Literature Review

2.1 Change Management Practices - Concepts

Management of change is the procedure, tools and strategies to deal with the individuals' side of business change to accomplish the necessary business results and to understand business change successfully inside the social framework

of the work environment. Additionally, it is characterized as the utilization of precise techniques to guarantee that organization change can be guided in the arranged way (Davis and Holland, 2002). The basic premise of change management is that the willingness of people to adapt can be influenced according to how change is shown to them. Their ability to adjust to change will contract on the off chance of misconstruing or resisting the change that creates challenges and evolving problems. The justification here is that individuals recognize the benefits of improvement, are bound to take an interest in the transition and see that it is done effectively, meaning minimal disruption to the business. The main factors to consider in organizations ' change management strategies are planning, change management, (Heathfield, 2009).

Vital to effective change is great planning which leads to effectively dealing with the intricacy of progress for all intents and purposes that is unimaginable without a robust arrangement that is bolstered by a solid undertaking from the organization's executives. A decent process of change planning includes setting a reasonable vision for the change, which is lined up with the association's mission and vision, the case for change and building up the plan for change.

Despite the fact that change is unavoidable in any business as it evolves, resistance displayed against change is a typical subject in the literature covering change management. Writers, for example, Kotter (2001) and Ajzen (2003) have expounded on the critical roles that opposition to change, and staff conduct play in the change procedure.

2.3 Behaviorism Theory

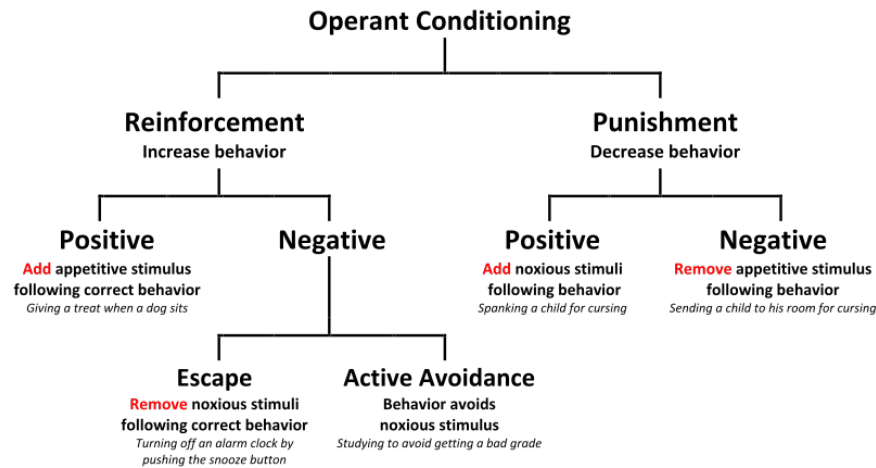


Figure 1. Hierarchy of operant conditioning

Behaviorist theory depends on the possibility that practices that are fortified will in general proceed while practices that are rebuffed will really end (Graham, 2019). Mason (2017) states that within the domain of psychology, behaviorism clarifies reactions of people and different creatures just in connection to environmental stimuli, detectable and quantifiable reactions to those improvements. Operant molding can be portrayed as a procedure that endeavors to alter conduct using negative and positive reinforcements as delineated in Figure 1 above.

An person establishes a connection between a specific behavior and a consequence by operant molding. All actions can be exposed without having to think about inner state of mind or cognition. Behaviorism acknowledges that a student responds to normal changes and is essentially inactive. Student begins as a fresh start and behavior is created by elevating feedback or negative help. Both positive feedback and constructive reinforcement increase the likelihood that the precursor activity will occur again. Ironically, training "both inside and outside" reduces the probability that the activity of the predecessor will occur again. Positive shows the use of an improvement, negative demonstrates the retention of a stimulus. There are different types of behaviorism: structuralism; behaviorism that utilizes comprehension as causal variables (e.g., psychological conduct change); social learning theory, notwithstanding methodological behaviorism; and radical behaviorism (Mason, 2017).

2.4 Management Systems Theories

The theory of management systems indicates that organizations are not normal similarly as with mechanical or biological frameworks, they are thought up. They have structure or limits, however the structure of occasions as opposed to physical segments. The human and hierarchical limits cannot be isolated from the procedures of the framework.

The way that social organizations are devised by people recommends that they can be set up for a limitless assortment of goals and do not pursue a similar life-cycle example of birth, development, and demise as natural systems. Social frameworks are made of defective sub-systems. The concrete which holds together is basically mental instead of biological. They are tied down in the frames of mind, discernments, convictions, inspirations, propensities, and desires individuals. Management frameworks approach do not give a way to taking care of issues. Be that as it may, it is helpful to survey the connections between associated parts regarding how these connections influence the presentation of the general framework (Freemont and Kast, 2000). The open frameworks approach perceives that businesses are not independent. Or maybe they depend on their condition which that incorporates the social, political, innovative and monetary powers forces that contribute to life sustaining resources as well as sources to retain their yields.

No business association will be able to operate for the long term should it not take into consideration government guidelines, the courts, outside groups of interest and private providers of services. A business ought to be assessed on its capacity to get inputs, process them, produce outputs, channel them to its market and keep up strength and ability to be competitive. Yields are where securing of resources and preparing efficiencies are means (Freemont and Kast, 2000). In the event that an organization is to get by over the long haul, it must stay versatile. Framework concepts, for example, subsystems or units inside other units, with their own limits, comprehensive quality, or ability to review the bigger setting instead of a restricted view imply that versatile hierarchical components to change are essential in marshaling organizational assets under visionary leadership. It is important to stress that this leadership must provide grounds for versatility within the organization to enable employees to be able to adapt to the imminent change. The significance of leadership and versatile conduct are highlighted by numerous authors (Lewis et al., 2012; Tofler, 2015; Garvin, 2013 and Sugarman, 2011) who expressed that leader nowadays including managers of change must find methods for creating and establishing order in a clamorous world.

2.5 Lewin's 3 Step Model

There are numerous philosophies and frameworks about change, however, Lewin (1951) three step model, as depicted in Figure 2, expounds the process of change in simple and clear fashion, therefore it is important to discuss it in the literature.

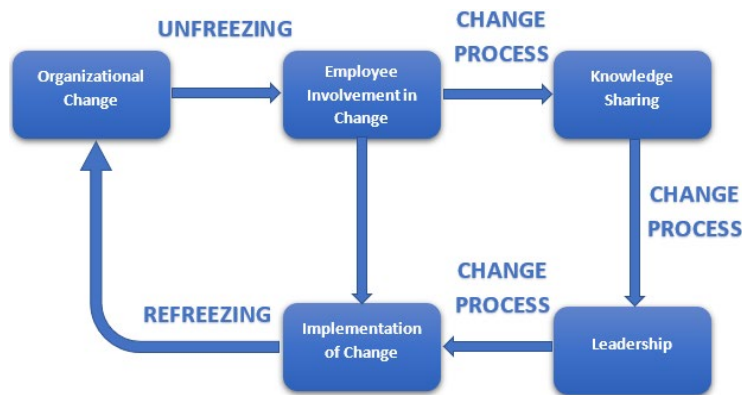


Figure 2. The Three Steps Change Framework by Kurt Lewin (Adapted from Hussain *et al.*, 2018)
Note: The arrows display separate phases of the Three Steps Change Model by Kurt Lewin and not the connection among variables.

The initial stage of this process is the unfreezing of people, which is socially and culturally sensitive and aims to make individuals understand why things should be done in any other manner within the organization. It is important to note that this strategy cannot be done in different nations in the same way. The goal throughout the unfreezing level is to raise awareness as to how the status quo or the present degree of cordiality obstructs the company to understand the

transition in some way. Old practices viewpoints, processes, people and institutional systems should all be scrutinized to demonstrate to workers how critical the company is to make changes

Stage 2 of the model is to "change," when individuals become unfrozen, they will start moving in a different way. New bits of information, frames of mind and abilities need to develop. Lewin (1951) understood that transition was a cycle in which the business had to advance or step into this new phase. This is the phase where the transition is real, a time set apart with uncertainty and apprehension, making it the most difficult stage to endure. Individuals begin to gain skills with the new practices, techniques, and viewpoints during the changing stage. Instruction, communication, encouragement and time are important for staff as they get to know the transition.

The last stage is "freezing". It is important to mention that this stage, the recently obtained aptitudes ought to be formed into a daily schedule. Lewin (1951) alluded to the last stage of his change framework as freezing or solidifying, yet many refer to it as refreezing to signify the demonstration of the reinforcing, settlement and entrenching of the new state after the change. Development toward more authoritative operations, targets, framework, efforts or persons shall be recognized and unfrozen as a new norm or specification. It can be further noted that Lewin (1951) had seen the refreezing stage as the most imperative to ensure that people do not return to their original viewpoints or to their way of operating prior to the change.

Efforts should be designed to ensure that progress is not missed, but rather strengthened into the culture of the enterprise and retained as a successful outlook. Positive rewards and encouragement of individualized activities are often used to strengthen the new state as it is understood that positive validated conduct is likely to be repeated.

2.6 The Learning Organization

The learning organization model was proposed by Senge in 2007. A learning association does not automatically embrace key change, however, is interminably looking for change (Senge, 2007). A learning organization is one that utilizes learning through experiments and correspondence to restore itself continually.

Strategy development involves knowledge creation best understand in groups. However, emergent change assumes that organizations face same kind of environment which is not the case given that some organizations may perceive need for change but not be able to learn.

3. Research Methodology

3.1 Research Design

This study was conducted via a cross-sectional census that included gathering data about every individual from the population that was targeted. The upside of leading a statistics study over different sorts of surveys is precision, with the respondents engaging with census studies being the individuals from the target population.

3.2 Study Population

Serakan (2001) defines population as the group of people, events or things of interest that the researcher wishes to investigate. The population in this particular case was the entire set of media houses in South Africa which was six in total. All these media houses were studied as they represent most radio, television and newspaper broadcast mediums. These media houses have been in existence for more than 20 years and have therefore encountered the market challenges that have fostered change.

According to research done by Ipsos Synovate on explosion in the media industry, there were 15.4 million radio stations and over 300 television channels in South Africa by 2011 (Ipsos, 2011). However, given the fast growth in the industry, most of these stations are under the 6 groups of companies as the media ownership is concentrated on a few hands though spreading to over more fields.

The actual target participants were the senior and middle level managers and for each organization, the questionnaire was administered to the Marketing Managers, Radio and Television Programs Managers, Human resource Managers, etc. This led to a total number of 60 respondents.

3.4 Data Collection and Analysis

3.4.1 Data Collection

The information assortment device that was utilized was a survey which contained both open ended and close ended kind of inquiries. The decision of using this instrument was because of the ease to detail and regulate and furthermore it gives a moderately basic and direct way to deal with the investigation of frames of mind, qualities, convictions and thought processes (Robson, 2002).

The questionnaire consists of the following sections: Section A which deals with respondents' biographical information, Section B which assesses the Change Management Factor (CMF) within the organization, Section C which evaluates Organizational Cultural Aspects (OCA) and lastly Section D looking at the Aspects of Change Management (ACM). Sections B to D have been evaluated in terms of the respondents' degree of consent to the statements under each section utilizing a Likert scale set at five-point with ratings appraisals going from 1-Strongly Disagree to 5-Strongly Agree. A Likert scale as indicated by Sekaran and Bougie (2016) is a scale intended to analyze how emphatically respondents concur with an announcement on a five-point scale.

Table 1 below provides an extract form the questionnaire used to collect data for this study. Note that this extract only focuses on CMF, OCA and ACM.

Table 1. Research Questions

Change Management Factors (CMF)	
CMF1	Technology changes
CMF2	Changes in consumers' tastes and preferences
CMF3	Legislative aspect
CMF4	Legal aspect
CMF5	Environmental aspect
CMF6	Consumers tastes and preference
CMF7	Organizational aspect
CMF8	Change in the social aspect
Organizational Cultural Aspects (OCA)	
OCA1	Organization's vital direction and purpose, objectives, goals and vision
OCA2	Flexibility making change, client centered and learning
OCA3	Strengthening inclusion, capacity development, team orientation
OCA4	Consistent basic beliefs, understanding, integration or coordination
OCA5	The company has a solid conviction framework
OCA6	Management's commitment to change is seen as an organizational culture
OCA7	Organizational history is well known
OCA8	Language is part of the organizational culture
OCA9	Organizational and power structure play a role in shaping organizational culture
OCA10	Leadership is actively involved in advancing the organizational culture
OCA11	Organizational culture impacts the level of creativity
OCA12	Organizational culture has deep rooted values
OCA13	Department politics is part of our organizational culture
Aspects of Change Management (ACM)	
ACM1	Change is required without being connected to motivating factors such as incentives
ACM2	The leader of the change project is known, and venture champions help the planning and usage
ACM3	Contribution in the change venture before delivery happens
ACM4	Strife inside the change are searched for and attempt to be solved
ACM5	Correspondences about the change are timely and important
ACM6	There are legitimate explanations behind change which are obvious, and the objectives are straightforward
ACM7	The procedure of execution for change is deficient leaving unanswered inquiries concerning the change
ACM8	Training is inadequate leaving unanswered questions about the change
ACM9	Change ventures create opposition which must be broken
ACM10	There are extensive stretches of planning before the change is implemented

ACM11	There are delays in the schedule that are set in the change venture
ACM12	Project groups have now and then an absence of outcome and consistency as to the change

3.4.3 Data Analysis

Descriptive statistics were utilized to depict anecdotal data about the respondents of the examination through the estimations of focal propensities, for example, the mean, the median and the mode. The information was caught on and broke down utilizing the Statistical Package for the Social Sciences (SPSS) programming Version 25 to decide the recurrence of event inside a particular question and set up the inter-item relationships.

3.4 Validity and Reliability

To decide the unwavering quality of the exploration instrument, a Cronbach's alpha calculation was directed to decide inner consistency inside the items. Note that Cronbach's alpha is a proportion of inward consistency. It decides how close various items of a gathering are interrelated and the higher the worth, the higher the connection between items is. As noted by Maree (2007), Cronbach's alpha gives the core value underneath identified with its coefficient: (1) 0.90 – high dependability, (2) 0.80 – moderate unwavering quality and (3) 0.70 – low unwavering quality. An estimation of $\alpha = 0.90$ was gotten in our investigation making the examination profoundly dependable.

4. Survey Results and Discussion

4.1 Demographic Information

4.1.1 Study Response Rate

Table 2 illustrates that 60 surveys have been distributed in the different media houses to the various participants. 54 were collected from the 60 questionnaires used in the survey. The questionnaires returned reflected a 90 percent response rate that the study found sufficient for review. For completeness and accuracy, the completed questionnaires were edited.

Table 1. Response Rate

Instrument	Frequency.	Percent	Valid Percent	Cum. Percent
Returned	54	90%	90%	90%
Not Returned	6	10%	10%	100%
Total	60	100%		

It is important to indicate that 90% response rate was adequate for analysis and reporting as recommended by Mugenda and Mugenda (2003) who advocates a response rate of 50% as sufficient for the research purposes.

4.1.2 Percent Distribution of Respondents by Department

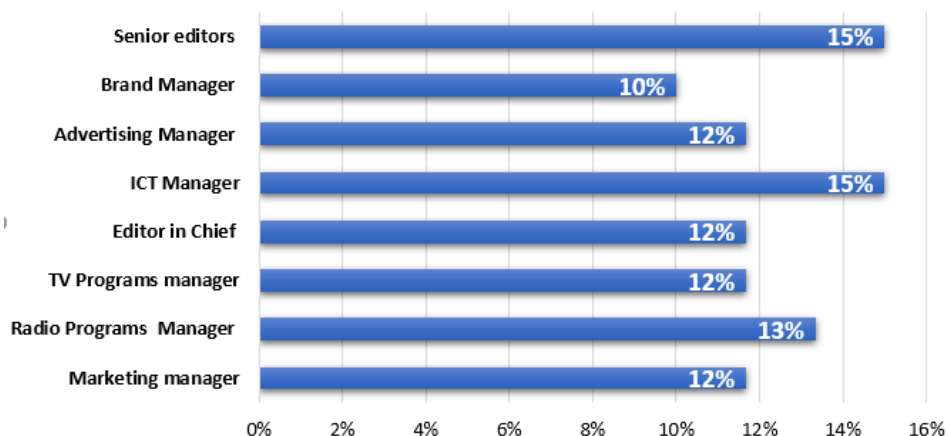


Figure 3. Departmental Percent Distribution

Figure 3 above presents information of the various departments represented through respondents to the survey. This was in line with the targeted departments for data collection and they were skewed to these particular departments due to the fact that these departments are more prone to change or feeling the forces of change.

4.1.3 Length of Service in the Organization

The results, depicted in Figure 4 below, shows that the number of years served by the respective respondents in their respective organizations. Majority of respondents or 44% have been working for their respective organizations for a period spanning between 1 to 4 years. 26% of respondents have been employed in their respective organizations for a period spanning between 5 to 8 years. While 19% of respondents have worked for their respective media houses for over 8 years. Lastly, 11% of respondents have been employed at their organizations for less than 1 year.

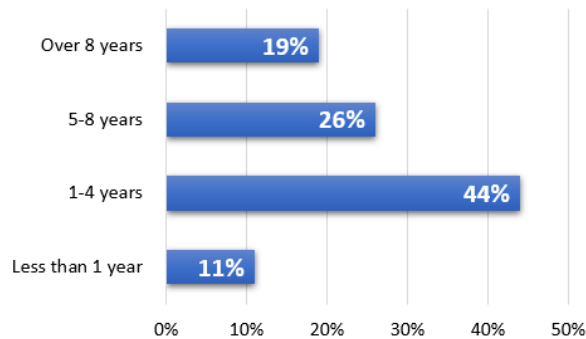


Figure 4. Years of Service Percent Distribution

4.1.4 Length of the Organization’s Operations on South Africa

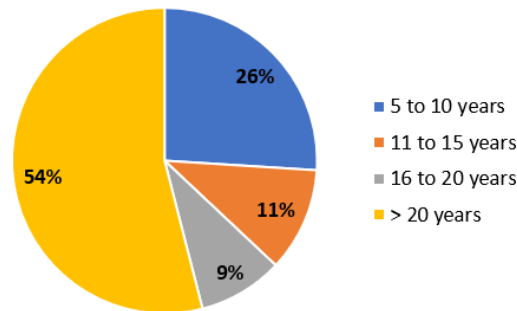


Figure 5. The period the media company has been in operation in South Africa

According to Figure 5, majority of the media houses where the study’s respondents are employed or 54% have been in operations in South Africa for more than 20 years, while only 9% of the media houses have been in operations for between 16 to 20 years. It is important to note that 26% of the organizations have been in operations for between 5 to 10 years. Lastly, 11% of respondents have been in operations in the country for between 11 to 15 years.

4.1.5 Distribution of Respondents by their respective level of Education

Table 3. Level of Education of Participants

Type of Qualification	Freq.	Percent	Valid Percent	Cum. Percent
Diploma	6	11%	11%	11%
Batchelor Level	28	52%	52%	63%
Postgraduate	20	37%	37%	100%
Total	54	100%	100%	

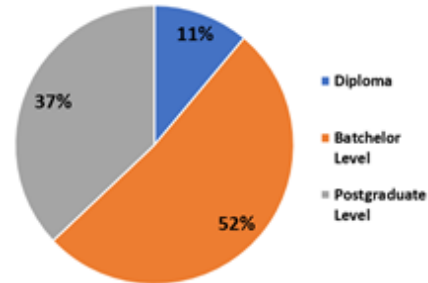


Figure 6. Level of Education Percent Distribution

As shown in Table 3 below, majority of respondents or 52% hold a bachelor’s degree and 11% hold a diploma. However, 37% of the respondents hold a postgraduate degree.

4.2 Overall Findings of the Study and Discussion

This section of the paper presents the overall findings based on the analysis of data obtained from the survey.

Table 4. Descriptive Statistics – Change Management Factors (CMF)

	CMF1	CMF2	CMF3	CMF4	CMF5	CMF6	CMF7	CMF8
N	54	54	54	54	54	54	54	54
Mean (μ)	3.96	4.02	3.57	3.39	2.91	4.15	3.65	3.69
Median	4.00	4.00	4.00	3.00	3.00	4.00	4.00	4.00
Std. Dev.	1.115	1.019	1.238	1.172	1.202	0.998	1.135	1.210

The analysis of responses reported in Table 4 above relates to the extent of respondents’ level of agreement regarding the change management factors (CMF) within their particular media houses. An overall mean of $\mu_{\bar{x}} = 3.6667$ related to CMF indicates that most respondents agree that technological change, change in customers’ tastes and preferences, legislative, legal, environmental, organizational as well as social aspects are all contributing factors to change management within their respective organizations.

Table 5. Descriptive Statistics – Organizational Cultural Aspects (OCA)

	OCA1	OCA2	OCA3	OCA4	OCA5	OCA6	OCA7	OCA8	OCA9	OCA10	OCA11	OCA12	OCA13
N	54	54	54	54	54	54	54	54	54	54	54	54	54
Mean (μ)	3.69	3.67	3.22	3.43	3.39	3.35	3.19	3.17	3.69	3.83	3.70	3.41	3.35
Median	4.00	4.00	3.00	3.00	4.00	3.00	3.00	3.00	4.00	4.00	4.00	3.00	3.00
Std. Dev.	1.241	1.213	1.160	1.143	1.156	1.152	1.260	1.270	1.043	0.986	1.057	1.073	1.261

a. Multiple modes exist. The smallest value is shown

Table 5 reports on the analysis of data obtained from respondents in relations to their views on whether they agree or disagree with the existing organization’s cultural aspects (OCA) within their respective organizations. An overall mean of $\mu_{\bar{x}} = 3.4672$ related to OCA indicates that most respondents neither agree nor disagree that there exist organizational culture. A closer look shows that majority of respondents or 39% agree that leadership is actively involved in advancing the organizational culture, while most respondents or 41% neither agree nor disagree that management’s commitment to change is seen as an organizational culture. Lastly, majority of respondents or 43% agree that organizational and power structure play a role in shaping the organizational culture.

Table 6. Descriptive Statistics – Aspects of Change Management (ACM)

	ACM1	ACM2	ACM3	ACM4	ACM5	ACM6	ACM7	ACM8	ACM9	ACM10	ACM11	ACM12
N	54	54	54	54	54	54	54	54	54	54	54	54
Mean (μ)	3.50	3.50	3.35	3.13	3.37	3.54	3.39	3.17	3.09	3.46	3.19	3.17
Median	4.00	4.00	3.00	3.00	3.00	4.00	3.50	3.00	3.00	3.00	3.00	3.00
Std. Dev.	1.145	1.145	1.152	1.166	1.087	1.111	1.140	1.314	1.154	1.041	1.047	1.270

Table 6 reports on the analysis of data obtained from respondents in relations to their views on whether they agree or disagree with aspects of change management (ACM) existing within their respective organizations. An overall mean of $\mu_{\bar{x}} = 3.3210$ related to ACM indicates that most respondents neither agree nor disagree that their organization. A detailed assessment of responses shows 40% of respondents agree that change is being expected without being linked to incentives as well as that the project lead assigned the change management is known and project champions aid the planning and implementation (ACM2), 32% of respondents agree that there exist logical reasons for change which are visible and the goals are transparent (ACM6) and lastly 32% of respondents agree that the process of implementation for the change is flexible and reactive (ACM7).

5. Conclusion and Recommendation

To effectively accomplish change, it is compulsory that the company's executives should conduct an audit of the current company culture. This will put the different perspectives under investigation to assess their significance and commitment to planning and actualizing the change venture and the essential changes required. Stream of data starting with one level then onto the next is postponed should there be numerous levels within the organization's hierarchy. Therefore, it is imperative to decrease of the levels, which will add to effective communication. The research infers that for any viable change, there should be hierarchical and social alterations that should be made to oblige and continue change. This implies change is fruitful when it gets systematized and almost things are done in an organization which as a result implies the organization culture should change. The research has prompted the conclusions that various parts of progress have structure or limits.

The human and hierarchical limits cannot be isolated from the processes within the organization's framework. The way that social associations are invented by individuals proposes that they can be set up for an endless assortment of objectives. Various circumstances call for various responses henceforth the utilization of proactive, expectant and receptive managerial styles to suit the diverse kind of cultures. The study reasons that basic to effective change is great planning. Effectively dealing with the multifaceted nature of change is for all intents and purposes outlandish without a vigorous plan that is bolstered by a solid project management team. Evaluation of accessible resources and their capacity to deal with the change procedure is indispensable. According to Burns and Stalker (2014) who contended that, businesses frequently consider it to be a challenging task to conform to change; therefore, one executive's duties of first importance is to create an organization's environment to address the difficulty of things to come. The duty is practiced by evaluating the assets and opportunities which are openly accessible, defining and characterizing the objectives of the business and productively dealing with the resources assigned to meet these objectives. The compelling procedure to arrive at explicit objectives and targets starts to create administrative planning systems so as to in the long run produce a powerful organization.

Planning includes features of critical thinking, identification of problems, anticipations of problems and in particular basic leadership (Lynch, 2005). The study likewise infers that change is a procedure driven by a few vital contemplations including the requirement for increasingly incorporated methods for working and the need to improve business execution. Askim et al. (2009) noticed that the management of change is foundational and ought to be deployed with sensible reasons and all stakeholders' participation in the change venture. These contemplations commonly are the outcome in organized change programs dependent on the suspicion that the management of change comprises of a constrained set of intercessions, which are viewed as target, quantifiable and directly reasonable projects that can be acknowledged in a generally brief time.

The study prescribes that before the initiation of any change management procedure, comprehension of the powers driving change ought to be acknowledged as it will lead a change supervisory group to a more profound comprehension of the setting of change, arrangement of objectives with the main thrusts, and the management of these powers all through the change procedure. The investigation further prescribes a cautious evaluation of the accessible assets, their skill to deal with the change procedure and above all, kind of organisation culture the company right now works in. Hierarchical culture is a significant deciding variable of how any association grasps change.

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Portia Makamu is a University of Johannesburg graduate who completed a Diploma in Management in 2016 and her BTech in Management Services in 2018. Education has been and continues to play a major role in her life. In 2013, she was part of a non-profit organization that was under the University of Johannesburg student life and governance called "Khomeani Matsonga". The purpose of the organization was to provide students with knowledge of their culture and also provide study resources to the students in need. Her passion for education has been extreme since high school, in 2010 she was declared the best student in grade 11. She decided to study Management in university as she wanted to be a role model to the people of her community.

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