



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

AN INVESTIGATION INTO THE FACTORS AFFECTING STRATEGIC CHANGE
IN THE MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND
EMPLOYMENT CREATION, NAMIBIA

BY

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DECLARATION

I, Veneranda Kandekeleni Sheehama, hereby declare that this thesis entitled 'AN INVESTIGATION INTO THE FACTORS AFFECTING STRATEGIC CHANGE IN THE MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND EMPLOYMENT CREATION, NAMIBIA', has not previously or concurrently been submitted to any other institution for a degree, diploma, or any other qualification. I affirm that, unless otherwise noted by a reference within the text, this work is the result of my own independent research.

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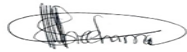


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ABSTRACT

The purpose of the study was to look into the variables influencing the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek as it implements a strategic change. The investigation was conducted using a qualitative research methodology. Only sixty-five (65) employees from Windhoek's Ministry of Labour, Industrial Relations, and Employment Creation made up the study's population. The Office of the Labour Commissioner, Planning and Administration, and Labour Services were the three (3) Directorates from which the sample for this study was drawn. The study's ten (10) participants were selected through the use of a purposeful sampling technique. Semi-structured interviews were used as the data gathering tool in this study. Data analysis was done using the ATLAS.ti application suite. The outcomes demonstrated that the implementation of strategic change processes can be impacted by employee attitudes. This is due to the fact that each employee has a unique temperament, set of sentiments, and perspective on change, all of which affect how they feel about change and how change procedures affect them. The findings of this study also established the existence of significant influence of leadership visibility on and strategic change management within the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek. This implies that leadership is crucial for change projects within a company to be successful. The study has shown that organizational culture has a big impact on managing strategic change, which is especially true in a world in which there are several complex cultures and subcultures. It was believed that articulating the necessity and justification for the change was essential for its successful implementation. The study has shown that realistic goal-setting is crucial and must be based on striking a realistic balance between the project's strategic goals and the necessary resources that are within the Ministry's capacity. The Government of Namibia should conduct organizational diagnosis through the Ministry of Labour, Industrial Relations and Employment Creation in order to institutionalize change techniques in the public sector, according to the findings. The public sector's organizational structure should be firmly rooted in strategic change management techniques. The public sector should treat each aspect influencing change management techniques as a temporary fix.

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Abbreviations and Acronyms

ADKAR	Awareness, desire, knowledge, ability and reinforcement
CSF	Key success factors
CM	Change management
HCMS	Human capital management system
KPS	Kenya Prison Service
MLIREC	Ministry of Labour, Industrial Relations and Employment Creation
OC	Organisational culture
OPM	Office of the Prime Minister
PSR	Public Service Reforms
ST	Stakeholder theory
TLT	Transformational Leadership Theory

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

On both at national and international level, several studies have been done on strategic change management. For instance, Amjad and Rehman (2018) looked at how change is implemented in public organizations by examining the connection between leadership and affective commitment to change in the setting of the public sector. Polish public sector information system projects were investigated by Ziemia and Obk (2015) for their strategic change management practices. At Tamoil Kenya Limited, elements affecting the change management process were explored by Kinuu, Maalu, and Aosa in 2012. Strategic change management has been the subject of several research in Kenya. Such research has been evinced by Zablon (2014) who investigated the strategic change management procedures used by the Kenya Prisons Service (KPS); and found that there were no issues with the Kenya Prisons Service's organizational structure, culture, or political sway. Henceforth, KPS did not suffer insufficient involvement and communication from stakeholders or a lack of leadership commitment to change. Additionally, there was little change opposition, and it was successfully handled. An important accomplishment of the Kenya Prisons Service's strategic change management was the improvement of management efficiency, the welfare of prison employees and inmates, the introduction of recreational programs for inmates, and the transition from punitive to rehabilitative prison management (Zablon, 2014).

Public Sector Reforms (PSR) now focus more on improving performance. Numerous areas are being impacted in various ways by the significant changes and restructuring in the public sector. Private sector firms have historically been thought to depend on their ability to quickly adapt to changing circumstances to survive (Amjad & Rehman, 2018). The sustainability of public organisations is now, however, also threatened by crucial public opinion and by budget cuts, necessitating quick and significant adjustments (Amjad & Rehman, 2018). It has been highlighted that there is a lot of resistance to change when managing change in a long-established public-sector organisation with established routines and formal procedures (Kezar & Holcombe, 2017). To improve the

likelihood that various strategic change projects will be successful, such employee resistance in the public sector has become a crucial human resources management function and a top priority for senior management.

1.2 Background of the study

According to Sindere (2016), relating to developing nations such as Namibia, change is constant in today's quick-moving enterprises one of the main forces influencing change in organizations is the introduction of new technology, together with internal pressure for expansion. Since 1990, several reform measures have been undertaken by the Office of the Prime Minister (OPM), which is responsible for overseeing the administration of public services, to enhance public service performance (Wandjiva,2017). When the correct decisions are taken on time, the right human capital is employed in planning, performed in the proper environment, and received by and monitored by the right human capital, change is effective and produces employee performance. Undoubtedly, the majority of strategic transformation efforts have failed, and the few that have succeeded did not endure. The reform may ultimately fail if it is rigidly implemented at the management level without translating the material into clear language or meaning for the low-level operational staff (Broni, 2016).

The development and implementation of an organization's established strategy are both parts of strategic change management, which is concerned with systematic managerial efforts to manage various difficulties connected to change (Bolman & Deal, 2017). It entails examining the corporate environment, picking useful adjustments to make, putting those changes into practice successfully, and comprehending the ongoing follow-up procedures (Arefazar et al., 2019). Organizations now operate at a time of fast change characterized, among other things, by a growing population, a diverse workforce, continually shifting attitudes toward work, technology advancements, and rising pollution. They frequently experience forced change as a result of external forces; nevertheless, few would suggest that managing change is simple, and successful change outcomes are still elusive (Bolman & Deal, 2017).

In today's organizations, managers must deal with some perplexing transition issues, such as collaborating with stakeholders of all stripes who are quite diverse in terms of

their age, gender, race, religion, ethnicity, talents, and socioeconomic background. The degree to which organization members comprehend the necessity for change, its goals, or what is involved in the changes is frequently vastly underestimated by some (Veselovsky et al., 2019). Another difficulty is the need to alter ingrained habits of thought or taken-for-granted presumptions that make people resistant to change. Change often makes people uneasy, especially when it involves seemingly insignificant things (Jones et al., 2018). Additionally, Ziemba and Oblak (2015) looked at two information system projects and utilized them to illustrate key success factors (CSFs) driving change management in information system projects in Polish public enterprises. Twelve CSFs were identified, including top management support, change recognition, shared vision for the change, project planning as a change, managerial activity, effective communication, organizational readiness to deal with the change, employee training, employee involvement, employee satisfaction, information flow, and performance measurement.

In various parts of the world, including the African region, numerous research on strategic change management has been done. Kamugisha (2013), for instance, identified the effects of change management at the National University of Rwanda. The goals were to ascertain how organizational structure and leadership impacted strategic changes. A descriptive case study methodology was employed because it prioritizes a thorough contextual investigation of fewer occurrences or situations and how they relate to one another (Kamugisha, 2013). Madinda assessed the issues surrounding the management of change in Tanzania's public sector and listed the factors that necessitate change, including technological advancements, globalization, new laws and regulations, economic difficulties, and political upheaval. The implementation of changes to a government structure was demonstrated by managing change to have been done without sufficient knowledge and with many personnel unaware of their specific contributions to promoting change (Amjad & Rehman, 2018). Technology innovation and alterations in government policy brought on by the new Constitution have propelled strategic change in the Kenyan public sector. Change has also been greatly influenced by aggressive competition from other groups.

According to Muathe and Adan (2018), effective management of strategic change is essential for an organization's survival. Organizations must develop and put into action plans if they want to succeed (Koigi, 2016). The ability to manage change is essential to an organization's existence because many organizations are undergoing a variety of changes in their context and work environment (Tahir & Naveed et al., 2017). Both the private and public sectors must undergo changes, and each organization must adapt to the environment or risk losing relevance (Wanza & Nkuraru, 2016). Otiso (2018) found that the most significant factor in the failure of major corporate change initiatives in his study on the practices of change management in the Australian banking sector. Technology, new practices, rules, standards, monetary issues, and political changes are the forces that need to be modified, according to Madinda as described by Odera and Muendo (2017). In addition, many people were unaware of their only title role in supporting change, and reforms were introduced into a governmental institution without adequate evidence.

Furthermore, Hope (2017) discovered that technological advancements and modifications in governmental policies brought about by the new constitution were the driving forces behind strategic change in Kenya's public sector. The Department of Labour, Industrial Relations, and Job Creation's policies have changed significantly as a result of aggressive policy changes made by other departments. However, there is comparatively little evidence of their successful management in the public sector, despite the fact that there is ample evidence that the execution of strategic change in organizations frequently fails (Koigi, 2016). Organizational strategy and organizational change are inextricably linked. According to Otiso's research from 2018, internal or external influences might lead to changes in a company's strategy. A company's internal environment frequently undergoes strategic changes as a result of shifts in the mandate, managers, the adoption of new technology, inefficiencies in preexisting organizational structures or practices, shifts in employee expectations, and demographic changes. When a leader doesn't deliver, it may also be a sign that something needs to change (Heckmann et al., 2016).

Amjad and Rehman (2018) researched the connection between leadership and affective engagement for strategic change globally and discovered that public organizations

frequently need to make changes in the administration, planning, and provision of public services. Companies can utilize strategic change as a tool to position themselves in a continually volatile operational environment and uncover their competitive edge. The elements influencing the execution of strategic transformation in the Ministry of Labour, Industrial Relations and Employment Creation have not been studied. By investigating the factors affecting the implementation of strategic change in the Ministry of Labour, Industrial Relations and Employment Creation, Windhoek, this study aims to close the existing gap. It also proposes the best possible strategy to enhance the implementation of strategic change.

1.3 Statement of the problem

To improve personnel's performance in the public service, the Namibian government has undertaken sizable strategic alterations over the years. The Ministry of Labour, Industrial Relations, and Employment Creation is a Ministry that implements strategic reform. The main strategic adjustment was the Human Capital Management System (HCMS). This system becomes operational on June 1, 2012. But this method couldn't work because of a lack of financing. The Human Capital Management System and the strategic plan of the Ministry of Labour, Industrial Relations, and Employment Creation did not coincide. For the Ministry of Labour, Industrial Relations, and Employment Creation, implementing strategic transformation was difficult (Ministerial Strategic Plan, 2017, p. 5). Despite the fact that many firms go through strategic change, Ziembra and Oblak (2016) hypothesized that employees are frequently unhappy about it and lack the requisite knowledge and abilities to handle it successfully. Supervisors encounter specific challenges while making strategic changes since they work with people of different ethnic backgrounds. It can be challenging to modify ingrained attitudes or assumptions that lead people to resist change (Odera & Muendo, 2017). Employees at the Ministry of Labor, Industrial Relations and Employment Creation are resistant to the changes that were made since there was no mentoring, no effective communication, or change management training for self-awareness and self-motivation.

Despite the growing significance of the research, many efforts to bring about strategic change fail at rates as high as 50% to 70% (Bolman & Deal, 2017). Failure is recognized to be brought on by several factors, including a general lack of strategic planning, poor

management, a lack of competence, and a failure to manage change effectively to achieve desired results (Cattani et al., 2017). Poorly managed communication can have a detrimental influence on an organization's efficiency because it increases resistance to change and its unfavorable impacts. It is difficult to attain sustained high performance because the shift has an impact on how the relationship between employers and employees is constructed and contradicts the tenets that build trust. The leadership challenge is to encourage people to voluntarily adjust their behavior to ensure successful change, as well as to mobilize commitment among diverse stakeholders to embrace change and implement strategies (Cattani et al., 2017). Although a large body of research indicates that implementing strategic change typically fails (Bolman & Deal, 2017), there is comparably little proof that it can be successfully managed in the public sector. To fill the research gap, this study assessed factors influencing strategic change management in Namibia's Ministry of Labour, Industrial Relations, and Employment Creation.

1.4 Objectives of the study

The main objective

To look into the variables influencing the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek as it implements a strategic change.

Sub-objectives

- i. To identify the elements influencing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change;
- ii. To investigate the issues that the Ministry of Labour, Industrial Relations, and Employment Creation faces in implementing strategic change; and
- iii. To explore the best tactics for enhancing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change.

1.5 The research questions

Main research questions

What are the variables influencing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change?

Sub questions

- i. What elements are influencing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change?
- ii. What are the obstacles preventing the Ministry of Labour, Industrial Relations, and Employment Creation from implementing strategic change?
- iii. What should be done to improve the way that strategic transformation is implemented in the Ministry of Labor, Industrial Relations, and Employment Creation?

1.6 Significance of the study

Namibia University of Science and Technology

The study will garner interest, which boosts the institution's visibility and reputation. Universities that are well-known for their research in particular areas attract faculty, students, funding, media attention, and even philanthropy. Strength in this research will also aid in defining a university's "brand" in the domestic and global marketplace, which will affect everything from faculty retention to new investment attraction to student recruitment.

Government

The study's findings can be utilized to make the government more aware of the difficulties they are having in implementing their strategic change processes, and they can be used to formulate policies that direct each ministry's deployment of its strategic change processes which can enhance effectiveness. This will be leveraged to raise awareness of the difficulties in improving the policy framework.

Researchers

The study will be a source of reference material for future researchers on other relevant themes and it will also benefit other academicians who pursue the same topic in their studies. The study also revealed other significant connections that call for more study, including in the area of connections between strategy transformation and business efficiency.

1.7 Delimitations

The study was only open to employees within the Ministry of Labour, Industrial Relations, and Employment Creation. In order to answer the research questions and achieve the goals and objectives set forth for the study, the research's scope has been constrained. Based only on data acquired through semi-structured interviews with staff members at the management level of the Ministry of Labour, Industrial Relations and Employment Creation, Windhoek, the study will investigate the factors that affect

strategic transformation. Since each Ministry may have different projects, this study does not aim to generalize its conclusions to all of the Ministries.

1.8 Limitations

The sample size could be somewhat limited due to participant unavailability and unwillingness. Accessing meaningful information from the participants may be challenging since they may be reluctant to share information that could be important to the study. Inadequate information will result in improper research, staff members might not see the need in taking part, in some cases, respondents might not be truthful, staff members might neglect to answer questions, and language problems will be another difficulty. As a result of this research design's inability to examine the issues at hand, respondents may occasionally be reluctant to speak out against them.

1.9 Organisation of the study

This study has been organized into five chapters. Chapter one is the introduction which includes the statement of the problem, the significance of the study, limitations of the study, delimitations of the study, study objectives and research questions.

Chapter two covers the relevant concepts and theories for this research. This comprises an overview of the context and definition of strategic change, the concept of strategic change, the critical success factors that determine the success of change projects and the empirical review.

Chapter three describes the chosen research methods to conduct the study and clarifies the research approach, the collection method of the empirical data and the way of analyzing it.

Chapter four presents an analysis and discussion on the findings of the research, where the authors attempt to provide possible explanations for the results of the study.

Chapter five concludes the study by presenting the study's conclusions, showing the contribution, indicating possible areas for further research and discussing the study's limitations. This chapter also mentions the impact of the results on the theoretical

framework and gives a refined version as part of the overall conclusion and recommendations.

An illustration of the structure of the thesis is shown in figure 1.1.

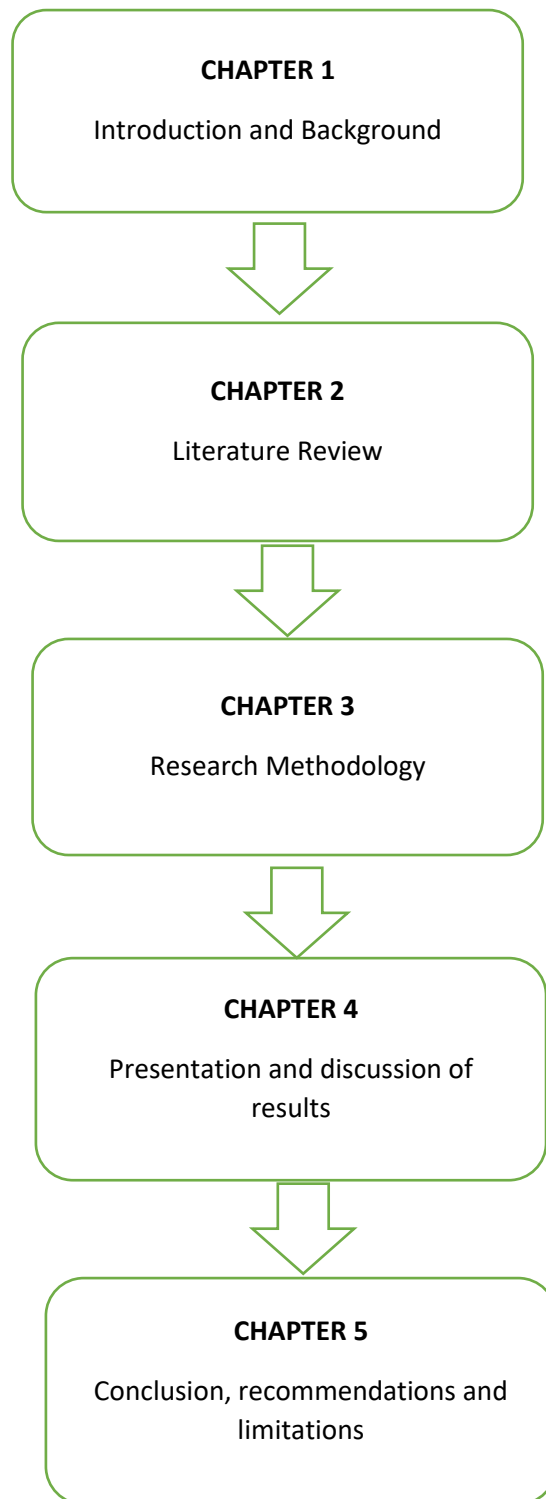


Figure 1.1 The structure of the thesis

1.10 Definition of key terms

Strategy: is a technique for reaching reasonable judgements that balance an institution's resources with available options, or as the primary means of achieving the main objective (Ogwenyo, 2017).

Strategy implementation: is an ongoing, never-ending process that necessitates regular examination and reformation and necessitates a complex chain of actions and reactions (Wong et al., 2017).

Effective change: is a phenomenon that usually occurs in groups and can be described by how well the people have understood the change's objectives, how well they have accepted it, and how high-quality the change is (Wong et al., 2017).

Business culture: is holistic, a collective phenomenon that cannot be linked to specific individuals; The business culture is influenced by a company's history; habits, rituals, and codes are crucial ideas to emphasize while discussing the phenomenon of culture (Doppelt, 2017).

1.11 Chapter summary

In this chapter, the concept of strategic change was covered. This chapter highlighted the elements that are affecting the implementation of strategic change at the Ministry of Labour, Industrial Relations and Employment Creation. Moreover, it underlined the challenges that hinder the implementation of strategic change at the Ministry of Labour, Industrial Relations and Employment Creation. The chapter also covers theoretical literature and empirical literature as well as the theoretical framework.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented the theoretical framework that together with the empirical studies is the foundation for the analysis and conclusions. The chapter includes essential areas within the field of change management taking important concepts and different authors' opinions as a starting point.

2.2 Definition of Strategy

Ogwenyo (2017) states that strategy is planned and emergent, and dynamic and participatory is how strategy works. Is a method of making rational decisions that match an institution's resources with possibilities in the outside world or as the main way to accomplish the main goal. the scholar further argues that one's focus objective is whatever they are aware of at the time. Strategy implementation is a continual, never-ending process that calls for constant reevaluation and reformation. Involves a complicated series of movements and responses. It is both planned and unplanned in certain ways (Wong et al., 2017). Many strategic management researchers have historically given enormous weight to the process of developing a strategy and viewed the execution of that strategy as merely a by-product or inevitable outcome of planning.

2.3 Variables influencing strategic change

Tactic or operational changes alone do not constitute a strategic change. For the growth of the organization as a whole, strategic adjustments are vital, critical, and frequently crucial. It can be applied to adjustments in organizational structure, resource use, business idea and direction, and owner structure, among other things (Wong et al., 2017). The motivations behind strategic changes within an organization might vary widely. With rising competitive pressure, and changes in the economy such as changes in commodity prices, energy costs, resources, inflation, and legislation, the environment might alter and lead to a strategic change. A strategy shift is typically needed for a firm to diversify into new business areas. New data and behavioral requirements are imposed

on enterprises by the quick evolution of technology. The change in people is a fourth catalyst for strategic change. An organization's position, expectations, or educational background may alter as a result of new employees. As a result of education or a change in attitudes and expectations, the organization's current workforce may also undergo transformation (Díaz-Fernández et al., 2019). A new leader in a business will frequently use a new sort of management style to give the organization a facelift (Yunita et al., 2020).

2.3.1 Change management

Managers and consultants frequently concentrate their emphasis on a small number of organizational change levers, which limits the practice of change management. They frequently use the same levers, regardless of the problem's nature. Some people always look to reorganize the company, while others constantly work on enhancing communication or changing production and control methods. Consequences that weren't foreseen can arise when the transformation process is viewed exclusively from one point of view. Thinking about organizations and the practice of transformation has been influenced by various prominent traditions. For managers to have access to the essential set of strategic tools, these traditions must be combined (Díaz-Fernández et al., 2019). Managers must take into account the various interconnected systems of components in the organization if they want the transformation process to be successful (Díaz-Fernández et al., 2019). The majority of change management scholars concur that understanding the various aspects that influence a change process occurs in a complicated setting. The process of change is simultaneously impacted by a number of elements. The corporate culture, national cultures, and people's resistance to changes are the only three components below that the researcher felt were crucial to take into account in the public sector before and during a process of strategic change because of the study's time constraints.

2.3.2 Corporate culture

Various viewpoints can be used to characterize the business culture. It is impossible to come up with a single, agreed-upon definition of corporate culture, although several authors have concurred on some traits. The culture is comprehensive, a group

phenomenon that cannot be connected to particular people. The history of a corporation affects its culture, therefore it's important to emphasize habits, rituals, and codes while talking about the phenomena of culture (Doppelt, 2017). It is required to go more into the various layers that collectively form a corporate culture in order to be able to comprehend it. The underlying presumptions held by a business are the foundation of its corporate culture. These presumptions are so firmly ingrained that no one will question them. In other words, they are taken for granted. The highest value is produced for corporate culture by these fundamental presumptions, but they can occasionally cause the worst issues for the company. For instance, it might be exceedingly challenging for staff members to adapt to a novel circumstance that necessitates new fundamental presumptions. The behavioral patterns, standards, and values of the company culture are additional layers that are crucial to comprehend (Doppelt, 2017). No matter how powerful or weak the corporate culture is, it nevertheless has a significant impact on the organization in many ways and its performance and success. Strong company loyalty, shared goals, and minimal staff turnover are characteristics of most organizations with strong corporate cultures. Corporate cultures are frequently characterized by informal systems rather than regulations (Deutscher et al., 2016). A culture must be created in a way that supports the organization's mission and strategy. The business the organization is in and its plan for getting there must be supported by the company culture. It is necessary to construct subcultures to support the many organizational subcomponents, such as production and R&D, and then to merge these subcultures to form a company-wide culture. All departments may be working in opposition to one another if the subcultures are too strong, and this will prevent them from feeling a greater sense of belonging to the organization (Díaz-Fernández et al., 2019).

2.3.3 National cultures

When executing a strategic change, it is typically crucial to take into account more than just the corporate culture. National cultures also play a significant effect in the public sector. Standardized organizational systems are required by the growing globalization. Success as a public operator requires striking a balance between flexibility and consistency (Lines et al., 2016). It is critical to comprehend how cultural factors influence how an organization and its members behave (Lines et al., 2016). There are numerous

organizational structures; some are more culturally acceptable than others. The company culture is influenced by many different people, including leaders and other workers. Parts of the various national cultures must be incorporated into one in order for the organization to be successful. The parent company culture frequently needs to be adjusted to local and national cultures in order to achieve desired results (Lines et al., 2016). The national culture has an impact on a variety of organizational functions, including budgeting, compensation, control, and decision-making. Therefore, it is important to understand the local conditions and potential effects of the country culture while creating these kinds of systems. The key question in this situation for organizations is whether to centralize and so enforce the national culture or to decentralize and let each local branch to function in accordance with its own cultural norms (Lines et al., 2016). According to Dirksen (2020), it is considerably simpler to manage an organization with a dominating culture than one without a shared frame of reference. Even those from other cultures who choose to pursue careers there are expected to uphold the national culture's values and beliefs, which act as a frame of reference for them (Dirksen, 2020).

2.4 Obstacles for implementing strategic change

2.4.1 Resistance towards changes

The ability and willingness of individuals to change greatly affect the feasibility of changing an organization. Speaking of organizations without referring to the people within them is absurd. Whatever the change's scope; it will nearly always encounter some sort of opposition. Resistance to change can be both beneficial and troublesome, and it's a normal and natural human reaction. Therefore, opposition to a change shouldn't be interpreted as a sign of people's complacency or determination to keep things as they are. It is a psychological response that is entirely reasonable to have when facing the abnormal or the unfamiliar (Lines et al., 2016). On the other hand, most people have an innate willingness to modify their behavior, which is more essential than their aversion to change. Since changes happen constantly, whether we want them or not and whether we are aware of them or not, managers should be conscious of this power. According to this theory of resistance, everyone has the desire to grow, not to restrict their own or others' potential. Consequently, methods for improving and changing the working world become more important (Mwakisaghu, 2019). Change managers must deal with

opposition throughout the transition stage from both people and the company as a whole. Inertia and habits have a major influence on people's resistance to change, to start with. The lack of awareness of alternatives and people's commitment to their previous behavioral patterns may be the root of resistance rather than the change itself. Some people may experience anxiety and panic owing to the unknown aspects of a new job or set of activities, which is the root of their reluctance. A significant source of resistance is people's inability to do activities in the intended way (Doppelt, 2017).

Organizations are typically designed to ensure predictability and avoid uncertainty, and just like how people resist change due to habits and inertia, an entire organization can react in the same way. A company's aversion to change may be influenced by a sunk cost philosophy. Sunk cost mentality discourages a business from cutting losses and reinvesting in a better future option even when a rational estimate of the costs and benefits of a change is made (Díaz-Fernández et al., 2019). Organizational responses to change depending on their respective change cultures, which vary. According to Doppelt (2017), certain businesses are accustomed to frequent changes and have more experience managing change processes. The root reason, scope, and management of the change itself, as well as how the transition stage is managed, all influence how much and how strong the resistance is. Resistance tends to rise in situations involving extreme and abrupt changes, when people feel like they lose something in the process, and when the goals and motivations behind the change are nebulous and dispersed. Negative change experiences in the past will make people more resistant to the present change process (Doppelt, 2017).

2.3.2 Strategy formulation

According to Doppelt (2017), planning influences execution and formulation and implementation are interconnected. Changes to strategy and planning over time are influenced by how well a strategy is implemented. Because developing a strategy and putting it into practise go hand in hand, managers must consider specific ways to put a strategy into practise even as they are developing it. Dirksen (2020) suggests including measurable short-term objectives while developing a strategy to help with plan execution. With progress being able to be monitored and feedback being produced, this will aid businesses in staying on track during the implementation process. A challenge

for businesses is developing a concise, consistent strategy that is documented, according to Dirksen (2020). This is a crucial topic since effective communication throughout the entire company depends on the message being clear. In addition, Doppelt (2017) notes that “internal partners' degree of involvement” is a factor that is cited in both of the aforementioned sources. This means that many diverse individuals inside businesses drive change, so it is crucial to include everyone in the process of developing a plan. These viewpoints must be included and coordinated because different people are experts in various areas of the business and there cannot be a single expert in everything. Last but not least, organizations need to establish priorities, explicates Doppelt (2017). It is crucial to prioritize the steps that need to be taken because a corporation won't be able to implement all parts of change at once.

2.4.3 Information Systems

Many companies experience problems with inadequate vertical communication. The primary implementation difficulties are related to various forms of communication challenges (Mwakisaghu, 2019). In a research article, Liao & Teo (2018) examine several businesses. They discover that the majority of them “failed to transmit downhill a coherent story indicating why the changing reality outside the firm necessitated new ways of functioning.” The strategy's impact on priorities was never explained to the staff, nor were any rules provided. In addition, a lot of workers believe top management is not well informed about what goes on in lower levels of organizations. This exemplifies the gap between top and lower level employees that plagues many businesses and hinders the flow of information. As a result of upward communication issues, businesses may lose their “early warning systems” because lower level employees are unable to alert top management to issues in a timely manner. Thus, businesses can simply change their course of action since projects have already failed. The end outcome of these communication issues will be a “loss of confidence.” To sum up, complex strategies require effective coordination between various organizational components, which makes it difficult for businesses to establish efficient information transfer systems (Liao & Teo, 2018).

2.3.4 Allocation of Resources

The distribution of resources is crucial since lacking resources makes it difficult to implement a strategy. Financial and human resources are the most important resources, according to Doppelt (2017). Financial resources facilitate strategic change and have an impact on how human resources are allocated (Mwakisaghu, 2019). Managerial resources need to be distributed based on their talents and what the companies need in terms of those skills. Depending on the strategy mode and the ability to customize human resource efforts to the strategic context, it is challenging to mobilize relevant teams behind ad hoc project plans (Lorange, 1998). This means that businesses must not only use their human resources where they would be most profitable but must also withhold them when confronted with strategic challenges in order to avoid wasting them (Mwakisaghu, 2019).

2.4.5 Organisational structure

According to Dirksen (2020), an organizational structure is characterized by three constructs: formalization, which refers to how much decisions and working relationships are governed by formal rules and procedures, centralization, which refers to how much decision-making authority is held by top managers or delegated to middle and lower level managers, and specialization, which refers to how much the organization employs specialists or generalists. Companies' organizational structures can be divided into mechanistic and organic structures using these constructs. Companies with a mechanistic organizational structure are centralized, adhere to formal rules and procedures, and strictly control the flow of work and information, whereas organizations with an organic organizational structure are decentralized, do not place a high value on formal rules, and engage in open communication and information exchange (Liao & Teo, 2018). As a result, one of the challenges facing business is matching organizational structure to the environment it operates in to promote plan implementation. On the one hand, firms that must adapt to and be flexible in a quickly changing environment should use organic architecture. Mechanistic structures, on the other hand, are appropriate for businesses operating in a stable environment and attempting to operate as economically as feasible. Unfortunately, most businesses are unable to concentrate on just one of these structures and must instead apply a combination of them because certain components must be

environment-adaptive and others must be cost-effective. Managers must set processes, define responsibility clearly, and enhance collaboration and communication among various groups after selecting an appropriate structure (Mwakisaghu, 2019).

2.4.6 Personnel management

Kezar and Holcombe (2017) assert that businesses and their employees frequently depend on one another. Additionally, Doppelt (2017) notes that employees look to their employers to provide a variety of their economic, personal, and social requirements because their efforts and abilities are what make their organization run smoothly. This serves to demonstrate the critical role personnel plays in plan implementation. Most studies categorize “personnel” into staff and leadership categories. Leadership is the process of influencing an organization in its efforts to achieve a purpose or objective, according to Kezar and Holcombe (2017). Additionally, leadership for change must occur at various organizational levels (Mwakisaghu, 2019). Dirksen (2020), who asserts that consistent leadership from all organizational levels is necessary to enable transformation, also makes the same point. While implementing new strategies, businesses have a significant problem in this area. According to them, certain situations call for various leadership philosophies. For example, when incremental change is needed, collaboration may be the best strategy, but when revolutionary change is needed, more centralized control or directive techniques may be preferable (Liao & Teo, 2018). Thus, “the alignment of CEO style and strategy delivers higher performance than when they are not aligned,” as stated by Dirksen (2020). For the various situations that businesses may encounter, they offer suitable leadership types. Before getting to the second point about personnel, specifically the staff, Doppelt (2017) finds that the level of staff participation in organizational analysis and, specifically, in the implementation of strategy, is what leads to successful strategies. Managers typically are less aware of the type of coordination needed to successfully carry out the action required by the firm's strategy than staff in various departments and operational levels. This is evidence of the crucial role that staff members play in strategic change. Therefore, it is crucial to have qualified and motivated human resources who are committed to the company's strategy (Mwakisaghu, 2019). Doppelt (2017) advises building incentive systems to recognize employees for acting morally, which will help individuals align their interests with the

firm's strategy. Also, as staff members need to be qualified as well as motivated, training programs and evaluation systems can be put in place to promote learning (Mwakisaghu, 2019).

2.4.7 Political factors

Providing authority to individuals in charge of carrying out various planned actions is another aspect of strategy implementation (Mwakisaghu, 2019). This means that employees, who will ultimately implement strategy, must acquire authority and influence, such as the capacity to allocate resources, communicate well, and other skills. The current literature suggests that in addition to a “reconfiguration of power systems” (Liao & Teo, 2018), coalitions should be formed and support should be obtained from powerful individuals. Findings from the Dirksen (2020) study confirm that the capacity to build alliances and win the support of key figures inside the organization will be very helpful in carrying out the developed goals. Along with securing the backing of powerful individuals, it is critical to minimize opposition to strategy execution. Hence, managers should choose a strategy that respects the personal interests of employees and does not clash with the corporate hierarchy (Liao & Teo, 2018).

2.5 Tactics for enhancing the execution of strategic change

Generally speaking, changes can be stated in three dimensions: what will change, how the change will be implemented, and how significant the change is (Mwakisaghu, 2019). Effective change can be characterized by how effectively the people have comprehended the change's goals, how well they have embraced it, and how high-quality the change is. Understanding and acceptance are tied to the “how-aspects,” whereas the “what-aspects” of the change are related to the “quality of the change.” Overall, if the employees are to be able to prioritize the proper change, they must have a fundamental comprehension of the change. Effective improvements can only be made if the personnel are aware of the organization’s business predicament and know what to do to fix it. For the change process to be successful, acceptance of the change is also essential. The change will only produce positive outcomes if people are willing to adopt the business plan and operate in alignment with it. Real acceptance can only occur if the persons involved in the change contribute to its creation. It is true that threats and coercion can be used to force or

simulate acceptance, but since the threat must be maintained, the transformation process will gradually lose its effectiveness. As a result, it is possible to see how the and the how components of a change process are strongly related. The potential outcomes of an organization depend on the design of the change process. The latter is frequently undervalued. The extent of the change is the third dimension. This dimension can be summed up as upgrades or renewals.

Different change processes can be implemented depending on the nature of change and the type of organization. Some procedures have a more incremental approach to change, while others adopt a more radical one. In any case, structured approaches are crucial in preventing the modification process from having a uniform interface. There are typically four change methods: step-by-step, quick-and-dirty, turn around, and gradual. The organization's internal and external goals are continuously forced to be met using the gradual technique. This tactic has dual offensive and defensive potential. It is frequently standard business procedure, and the impact on the corporation is minimal. When there is a significant strategic gap that a company wishes to close, it will adopt fast , dirty and turnaround tactics. When a company decides to pursue a strategic stretch process in order to achieve a competitive edge, the step-by-step approach is adopted. Accordingly, the organization's role toward its stakeholders will also alter (Doppelt, 2017). This indicates that the business definition will change. The step-by-step strategy is intriguing to study further and will be detailed in more detail below because the Ministry of Labour, Industrial Relations and Employment Creation is working with a strategic change process.

2.5.1 The change process step-by-step as a tactic for enhancing the execution of strategic change

The significance of sound transformation processes is frequently emphasized by authors. In this section of the text, a step-by-step procedure is offered and is based on Kotter's eight-step model (Kotter, 1998). This study will also take into account the models and viewpoints of many other authors who have published fascinating works. As a result, the researcher added these viewpoints and opinions to Kotter's model to create the model shown below.

2.5.1.1 Establishing a sense of urgency

A sense of urgency must be created throughout the organization as the first step in the change process. The improvements will not produce any results if there is too much self-righteousness. In order to raise the level of urgency, it is necessary to lower the factors that contribute to self-righteousness, such as the absence of a visible crisis, a dearth of feedback from outside sources, low-performance standards, an abundance of visible resources, excessively embellishing management talk, etc (Stouten et al., 2018).

2.5.1.2 Creating a powerful guiding coalition

One person cannot alone develop a vision, communicate it to a large number of workers, remove all significant roadblocks, achieve quick achievement, etc. Therefore, it is crucial to forge a powerful coalition that can manage the transition process as a whole. As such, it is essential that the coalition's members actively support the reform. To acquire the trust of those who will be impacted by the change, they must possess powerful positions, extensive expertise, and high reliability (Kotter, 1998). Instead of resisting change, strengthen current resources. It is better to start by selecting pioneers from a variety of backgrounds, senior management, and other representatives of the original culture, as well as leaders who already uphold inclusive ideals. There will be need to strengthen their commitment and competences for supporting the change throughout the organization through coaching, education, networking and mentoring efforts (Stouten et al., 2018).

2.5.1.3 Developing a vision and strategy

A clear and sensible vision should be developed for two key reasons. Firstly, a strong vision clarifies the overall course of the transformation process, which streamlines decision-making inside the organization. Secondly, it encourages people to act in ways that are consistent with the shift. The vision must convey a realistic and distinct picture of the future, be practical, simple to explain, and in the best interests of the stakeholders, including the employees, clients, suppliers, and customers. A general rule of thumb is that you have issues if you are unable to explain the vision that is the motivating factor for the significant change and receive a response that indicates understanding and

interest. The change initiative has a significant risk of failing without a defined vision (Stouten et al., 2018).

2.5.1.4 Communicate the change vision

Only until the people involved have a solid comprehension of the vision and its purpose can it truly inspire action. Therefore, for them to be motivated, they need to know why the change is necessary. They must comprehend the need for a change procedure as well as how the implementation will be done. It is crucial that the president directly explains to the staff why the change is important and what it is all about during the initial conversation (Yunita et al., 2020). The simplicity and clarity of the message directly affect how much time and effort is required to convey the idea. Concentrated information delivered without jargon can reach a huge audience for a fraction of the price of cumbersome, complex communication. Communication functions best when it is as straightforward and uncomplicated as feasible. The greatest way to convey a vision is through a variety of channels, such as group meetings, PMs, magazines, posters, and casual one-on-one encounters. It is more likely that the message will be comprehended and accepted when it is conveyed in several ways. Given how much communication we all receive on a daily basis, even the best-crafted message will rarely stick with the recipient the first time it is delivered. It is crucial to reiterate the vision in order to draw attention to it. The most effective form of communication is through one's own actions. To earn the employees' trust and respect for the new vision, management must "walk the walk." The employees will comprehend the management's vision more effectively if they behave in accordance with it than if they read hundreds of articles in the business magazine.

Top-down and bottom-up communication are both projects in effective transformation processes. All questions that come up about the change process are resolved with the use of two-way communication. A new depth is added when a vision is communicated through discussion, debate, and questioning. Gaining acceptance and commitment for a fresh vision is never an easy undertaking. The management frequently fails to adequately communicate the new vision. Managers frequently attribute poor understanding of a change or vision among lower-level employees as well as resistance to the change to these individuals' lack of intellectual capacity. Even if these elements were important,

the core issue would not be affected. Accepting a new future vision can be a challenging undertaking on an intellectual, emotional, and physical level.

Many issues arise, including how this change will impact me, my coworkers, and the organization as a whole, what other options are available, and even whether I'll be able to manage the change. The second step of communication requires training for the staff so they can better understand the new vision, strategy, and culture. When employees may express questions and discuss the change process in a group setting, these activities are preferred. Consultants frequently provide training during this period to introduce the organization to new viewpoints (Yunita et al., 2020). The training is more extensive during this communication phase. More advanced training at various company levels is required. Since it is more effective than training by consultants and the knowledge of the company's position is generally superior, managers should provide the training during this phase. Since not all managers have the necessary training to serve as instructors, consulting services may be necessary even at this step (Yunita et al., 2020).

2.5.1.5 Empowering broad-based action

A transformation process must always overcome challenges in order to be successful. Four specific issues need to be taken into account: structures, skills, systems, and management. To support the transformation, the organizational structures must be compatible with the new vision; otherwise, they may prevent necessary action. It is crucial to provide the staff with the right training. The personnel will feel helpless if they lack the necessary information and abilities. It is necessary to adapt information and individual systems to the new vision. Managers who resist required changes should be challenged. A poor manager might make you feel quite helpless (Stouten et al., 2018).

2.5.1.6 Generate short-term wins

Major changes frequently require a long time to implement. Despite this, people still want strong outcomes quickly, especially those who are skeptical of change initiatives. Therefore, it is extremely dangerous to manage a transformation process without demonstrating immediate success. Short-term successes will dispel pessimism and inspire people to believe in and put more effort into the change process. Establishing a team or group dedicated to the change, providing them with the tools and resources they

require to collaborate, and allowing them to demonstrate the change's efficacy are some ideas. They can then serve as a core of internal change agents and role models because of their success, which will serve as the benchmark for others to follow (Stouten et al., 2018).

2.5.1.7 Consolidating gains and producing more change

It's crucial to avoid declaring triumph too soon and risking the transformation's momentum because big change takes time. It is a fact that rivals constantly watch for an opening to retaliate.

2.5.1.8 Anchor new approaches in the organizational culture

When the new way of doing something is adopted as the norm and used in daily work, the change has been successful. Before it is established that a new way of doing something is superior to an old approach, it used to take some time for the organization to adopt it (Stouten et al., 2018).

2.5.2 Change agent as a tactic for enhancing the execution of strategic change

Today's and tomorrow's business development demands effective management and leadership. For the organization to remain competitive, the leader must constantly oversee and implement change procedures (Mwakisaghu, 2019). Transactional leadership and transformational leadership are frequently distinguished by researchers. The best way to achieve organizational goals is to use the resources and organizational structure already in place, according to the definition of transactional leadership. The ability and willingness to alter or reimagine new visions and strategies define transformational leadership. In periods where adaptability to shifting market conditions is necessary, this transformational leadership becomes increasingly crucial (Mwakisaghu, 2019). The leadership research consistently presents new, crucial factors that must be taken into account in order to be a successful leader. It is critical to remember that leadership research is context- or situation-based. Every era has its own set of "best practice leadership" (Mwakisaghu, 2019). Some academics have investigated the careers and achievements of well-known, successful leaders. These leaders share the capacity to articulate their vision in a way that is both educational and enthusiastically adheres to

this vision. These studies also demonstrate the need for leaders who make it simple for followers to identify with them. The leader must therefore operate in a way that is consistent with the values, needs, and desires of the team (Mwakisaghu, 2019).

Leadership is a relationship between a person in a position of authority and others under him or her, not a set of personal traits (Deutscher et al., 2016). Recent leadership studies have emphasized the need of comprehending people both customers and staff. For them to be able to live up to the expectations of their team members, clients, and suppliers, today's leaders must comprehend human motivations and values. A leader needs to be aware of the characteristics of the audience in order to effectively express visions. Nowadays, it's more critical than ever to have a good working relationship with the group you're leading. We are aware that people's attitudes toward change might differ; for some, a change can be a chance for growth and something great, while for others, it is a threat that will inevitably result in chaos. A third party may interpret a change as the start of something bigger and anticipate that something will eventually take place. A good change agent must comprehend and accept the values and interests of the employees in order to motivate them to act in the proper way (Mwakisaghu, 2019). High levels of productivity among people are produced by effective communication and innovative activity management. The development of an organization and a leadership that values individuality and respects diversity is equally crucial. As a result, it is critical for leaders to respect people's differences rather than taking offence to them. To understand how to provide the resources required to implement sustainable changes, leaders and employees must collaborate (Mwakisaghu, 2019).

2.5.3 Trial-and-Error approach as a tactic for enhancing the execution of strategic change

According to this method, strategic change cannot be a logical, step-by-step procedure where organizations analyze the situation, create a new strategy, introduce particular processes, and then implement it. Doing so would make the company too slow and rigid. Companies need to be extremely flexible and quick in adapting their strategy due to a very complicated environment that is always changing. As a result, they are required to gradually adjust their strategy with the aid of a process of trial and error (Liao & Teo, 2018). This strategy involves testing various processes, and the successful experiments

gradually coalesce into workable patterns that become strategies. This is the very foundation of developing strategies as a learning process. Internal politics and organizational culture are said to be the most crucial elements facilitating such a learning process (Mwakisaghu, 2019).

2.5.4 Behavioural change management approach as a tactic for enhancing the execution of strategic change

This strategy suggests three different tactics: making changes to the structure and personnel, putting support systems in place, and creating a culture that supports these strategic plans. A company must modify its organizational structure to fit the challenges it faces. For instance, a company that prioritizes cost-efficiency needs a centralized organizational structure. In addition, the business must hire, fire, or reassign workers in order to steer the organization in the appropriate direction (Doppelt, 2017). Information systems, which make it easier for employees to share information and communicate within the organization, as well as incentive compensation plans, which match employees' interests with those of the business, are examples of supporting systems that a company should implement. The third crucial step in facilitating the implementation of a strategy is changing the culture. As a result, executives must communicate to staff the type of behaviour that is desired (Liao & Teo, 2018). This can be done, for instance, by making it clear what the organization's needs and goals are. Also, CEOs serve as role models for other employees, therefore they should conduct in accordance with the intended behavior.

2.5 THEORETICAL FRAMEWORK

The theoretical framework is based on theories in the field of change management, which have been extensively researched and have produced a large number of researchers who have successfully implemented change management tactics. The Namibia University of Science and Technology's search engines were used to look for papers and research reports. The reference lists of other papers and master theses were another source where the researcher discovered pertinent literature. The researcher concentrates on the most influential works in the field of change management in order to focus the theoretical area of study. The researcher has used the Social Sciences Citation Index to review and assess

the data acquired. The SSCI is a global database that offers details on writers and the frequency of quotations from their works. It is important to remember when using the database that older, more established information will automatically receive more citations.

2.5.1 The Transformational Leadership Theory (TLT)

James MacGregor Burns proposed what is known as the Transformational Leadership Theory (TLT) (1978). This theory focuses on the capacity to energize and awaken groups to drive change through innovation and creativity in identifying the need for change, creating and communicating a common vision or goal for the future, and successfully working across the business as well as using systems and people to achieve change (Binci et al., 2019). TLT places a strong emphasis on the leader's capacity to alter or modify his followers' values, beliefs, and demands (Burns, 1978). Binci et al. (2019) thought that effective visionaries, communicators, and impression managers use their abilities to forge enduring emotional links with their followers. The leader increases the followers' self-assurance, sense of purpose, levels of motivation, and expectations of themselves such that their goals are combined into one (Binci et al., 2019). As a charismatic leader may change people's behaviour, an organization's structure, and other pertinent features, transformational leadership includes inspiration, intellectual stimulation, and customized consideration (Johnson, 2016). The level of transformation is assessed in terms of the leader's impact on followers, who are motivated by the transformational leader to go above and beyond what was initially anticipated (Liao & Teo, 2018).

Individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence are the four components of transformational leadership as described by Binci et al. (2019). An effective leader gives each follower personalized attention, focuses on their requirements for personal growth, and serves as a mentor and trainer by showing them respect, being honest with them, and giving them all the assistance, they need. A leader that engages in intellectual stimulation will seek out fresh ideas from his or her followers for task completion and original solutions to problems, placing greater emphasis on encouraging and developing their innovative abilities. Inspiring motivation involves expressing a vision that can speak to the high principles and values of followers, cultivating a sense of fairness, loyalty, and trust, and encouraging followers to set and

meet high-performance standards (Galli, 2018). Idealized influence necessitates the charisma of the leader and the admiration and respect of the followers in order to persuade the workforce to follow the leader's objectives, way of thinking, and method of operation (Veselovsky et al., 2019). The first variable on top leadership support is supported by this theory because it explains how leaders can start, foster, and carry through substantial changes in companies by aiming to empower and nurture followers. This theory discusses the strategy that affects how people and societal systems change. In its ideal state, it affects followers in a significant and constructive way with the intention of turning them from followers into leaders.

2.5.2 ADKAR Change Management Theory

The ADKAR model outlines five stages that people experience when making a change, including awareness of the need for change, a desire to take part in and support the change, knowledge of how to make the change, the ability to put new skills and behaviors into practice, and reinforcement to maintain the change. Business executives make the mistake of conveying broad, generic messages about change, and employees' responses might similarly be broadly generalized. The dialogues that follow are frequently pointless and non-targeted. Even under ideal circumstances, resistance to change is inherent; as a result, the first step in any change must be understanding of the business's need for it. The ADKAR model gives discussions regarding shift direction. It swiftly gets to the heart of the subject and prevents a business leader from conveying incorrect information or devoting effort to the incorrect issues (Matern, 2020). Since leaders can focus communications on the most pertinent subject and steer clear of ineffective interactions, this approach enables communication variability.

2.5.3 Stakeholder theory

According to the stakeholder theory (ST), CEOs must ensure that stakeholders' interests are matched with their own in order for organizations to prosper and persist over time (Repnikova et al., 2020). According to Bloom (2000), wide stakeholder commitment and involvement are essential for a strategy's and action plan's successful implementation, which is excellent for long-term organizational growth. A stakeholder approach, according to Repnikova et al (2020), should be used to create a framework that addresses

the worries of managers who are dealing with previously unheard-of levels of environmental instability and change. According to ST, all organizations should exercise caution and give various constituents' needs the attention they deserve. Stakeholders include local communities, suppliers, customers, employees, and investors (Preston, Sachs & Post, 2002). Therefore, organizations need to pay attention to the current dynamics with both their internal and external stakeholders. In order to create goals that all stakeholders would support, managers must comprehend the interests of shareholders, employees, consumers, suppliers, lenders, and society (Repnikova et al., 2020). This approach encourages stakeholder participation in strategic change management because it guarantees successful change management by involving important stakeholders.

2.5.3.1 Top leadership support

Through counseling, assistance, and empowerment, top leadership is tasked with organizing, leading, and coordinating their efforts to bring about lasting change. Large-scale, organizational-wide change initiatives demand sustained efforts, and leadership's job is to maintain the change effort's momentum. Top managers oversee formal communication channels that can convey important signals to employees, serving as a crossroads through which much information in an organization passes (Jones et al., 2018). Too frequently, while thinking about strategic change, the focus is placed too heavily on change agents or those at the top of a company. They contribute to organizational strategic change by, for example, developing a strategy, and the strategic leader's position is frequently directly related to change management (Veselovsky et al., 2019).

According to Cattani et al. (2017), a few key individuals at the top of companies seem to be a necessary component of significant cultural change. According to Amjad & Rehman (2018), in order for individuals to improve their perspective and cognitive appraisal of the change, management practices connected to organizational change must be explicit, consistent, and based on what is in the change. Effective leadership is necessary for the successful implementation of change because it reinforces the psychological support and climate of confidence, trust, and support that are essential for implementing change (Arefazar et al., 2019). No strategies will be prepared to accept change if managers believe that strategic change management approaches are unneeded, which would

eventually result in the organization losing its effectiveness, productivity, and, in many cases, important members (Cattani et al., 2017).

2.5.3.2 Communication

By giving employees the knowledge, they need to understand the situation holistically, feel comfortable, and retain teamwork, effective communication helps create a favorable environment before the change is imposed. Meaningful communication inspires employees to support the goal by informing and educating them at all levels, and it necessitates some sort of “cognitive organizational reorientation” (Vuuren & Elving, 2008). Meaning that managers at all levels must have strong communication and informational abilities in order for organizations to understand and transform (Elving & Hansma, 2008). Communication is essential throughout the change process because it frequently helps staff members overcome their conflicted emotions by persuading them to modify their positions and be willing to accept the change totally (Nelissen & Selm, 2008). The explanation of the causes and methods of strategic change is part of communication, which is considered as a particularly potent tool for generating commitment and support from workers to engage in the change process (Kotter & Schlesinger, 2008; Salem, 2008). As a result, it is suggested that effective communication may be the single most crucial element in overcoming change resistance. In times of change in particular, honest communication that fosters trust is crucial (Veselovsky et al., 2019). A new approach that focuses on all stakeholders, is fact-based, motivating, two-way, informative and inspiring, honest and complete, is needed for organizations to move away from the outdated communications strategy that is focused solely on executives and is dictating, one-way, and information-only (Galli, 2018).

There are various media options available for communicating the strategy and the program's elements. The goal should be to achieve two-way communication so that management can get input on its plans. These methods range from face-to-face, one-to-one communication to newsletters, magazines, regular bulletins on noticeboards, and circulars circulated around the business. The degree to which the nature of the change is ordinary or complex determines the likelihood that these various forms of media will be effective (Veselovsky et al., 2019). Even when senior executives consider the consequences of change to be routine, people of the company who were not involved in

the development of the strategy may perceive them as non-routine. Therefore, interaction and involvement in communication are likely to be valued (Elbanna et al., 2020). The necessity of efficient communication during organizational transition is largely acknowledged by researchers (Myers et al., 2012; Allen et al., 2007).

2.5.3.3 Organisational culture

According to Hucznski and Buchanan (2010), organizational culture (OC) is the collection of generally consistent and enduring values, beliefs, behaviors, paradigms (taken-for-granted assumptions), traditions, and practices that are shared by an organization's members, learned by new hires, and passed down from one generation of employees to the next (Veselovsky et al., 2019). Employee daily behavior and how an organization interacts with others are examples of how OC manifests itself (Arefazar et al., 2019). Identifying values inside a business may be simply because they are frequently expressed in writing as statements about the mission, goals, or strategies of the organization. It has been observed that even when a strategy and the values of an organization are documented, the underlying presumptions that constitute the paradigm are typically only seen in the way that individuals act on a daily basis. It conveys a presumption about how things should proceed, though, and it is very difficult to modify (Veselovsky et al., 2019). Culture is now more crucial than ever thanks to the current trend toward autonomous groups. When shared values do not support an organization's effectiveness, culture becomes a liability. This is most likely to happen when an organization's environment is changing quickly and its ingrained culture may no longer be acceptable. Although consistency in behavior is a strength in a stable environment, it can burden an organization and make it challenging to adapt to change (Shash et al., 2020). The proposed changes will inevitably be challenging to implement within the organization if they conflict with cultural prejudices and traditions (Bolman & Deal, 2017). Organizational culture can operate against an organization by constructing barriers that inhibit the achievement of corporate strategy, including resistance to change and lack of commitment (Elbanna et al., 2020).

According to Hussain (2016), a group(s) of people's common methods of thinking and acting (uniformity) are referred to as their culture. Strong cultures, it has been argued, are more effective and suitable for stable or predictable environments where

organizational goals are unmistakable and clear because they foster good alignment, employee motivation, and the proper structure and controls required to boost organizational performance. The organization may choose to emphasize the importance of creativity, which is more likely to result from weaker, more heterogeneous cultures if such cultures are disadvantageous in a dynamic or turbulent environment where continuous change is required and where individuals need to challenge the status quo (Kezar & Holcombe, 2017). The disadvantage of a strong culture, according to detractors, is that success can reinforce cultural norms to the point that managers and employees turn haughty, inward-looking, and resistant to change, and senior managers lose sight of the need for new strategic goals (Jones et al., 2018).

Building a strong and united corporate culture is said to have drawbacks because it may make firms averse to some sort of change or strategic options, regardless of their merits (Kezar & Holcombe, 2017). Due to the possibility that they may have the power to affect cultural change, managers must be aware of how culture affects their own work and personal values (Kezar & Holcombe, 2017). Though they can also become “core rigidities”, established habits can be a substantial roadblock to change. Since routines are intimately related to the paradigm's take-as-given nature, altering them may have the unintended consequence of calling into question and challenging the organization's deeply ingrained beliefs and presumptions. Understanding the current culture and its expected implications must be the foundation of any transformation program (Veselovsky et al., 2019). In their 2013 study of the organizational cultures of Greek banking institutions, Belias and Koustelios discovered that the organizations' prevailing organizational culture was hierarchical, despite the preference of the personnel for the clan type. Knowledge acquisition, corporate performance, organizational learning, and organizational leadership were all found to be substantially correlated with organizational culture (Liao et al., 2012).

2.5.3.4 Stakeholder involvement

Stakeholder participation in strategic change management is crucial since their input is crucial, especially when developing and implementing strategy (Asleh, 2016). For the change process to be successful, the appropriate stakeholders must be properly involved in its conception and planning. The stakeholders in the organization debate the demands

of the change process to make sense of it. People are more likely to view the limitations the organization has as being less relevant and to feel a greater sense of ownership and commitment to a decision or change process as a result of such involvement, which promotes a more positive attitude toward change. As a result, it might be a strategy for increasing flexibility and adaptability. Therefore, communication determines whether stakeholders will support, reject, or change the change process, whether on an individual or group level (Lewis, 2011). Involving everyone in the organization at times of transition, as opposed to viewing them only as recipients of change, is likely to be beneficial (Veselovsky et al., 2019). Lewin argued that people's involvement and participation are essential to and facilitate effective change management (Cummings et al., 2016). For instance, developing a shared understanding among individuals impacted about their perspective on the problems and implications related with the change is also crucial to successful change management. A lot of progress will have been achieved if the issue owner can get everyone who has a stake in changing things to see the problem from the perspective of shared goals and benefits (Faupel & Sub, 2018).

It is suggested that employee readiness for organizational change is influenced by their level of conviction that the change is required, that it could be implemented, that it would be advantageous for them personally or for the organization, and that the organizational leaders were committed to the change (Armenikas et al., 2007). Asleh (2016) suggests seven steps for managing stakeholders, including stakeholder identification, categorizing stakeholders based on their influences and interests, evaluating whether a stakeholder is positive or negative, defining engagement or communication scope with each stakeholder, developing a plan for managing each stakeholder, including measures of success, delivering the plan, reviewing success, and refining the plan. To plan how to manage stakeholders during transformation, stakeholders are categorized (Asleh, 2016).

2.5.3.5 Strategic change management

To improve organizational effectiveness and efficiency, strategic change management (CM) involves systematic, ongoing, and iterative workplace system, behavior, and structure change (Barrat-Pugh et al., 2012). CM, according to Cattani et al. (2017), includes continuously renewing an organisation's direction, structure, and capabilities.

In the literature, planned and emergent approaches to change management are primarily recommended. When a company decides a certain area needs change and starts a process to assess and implement self-sustaining change, it is implementing planned change. On the other hand, an organization's alignment to its changing environment can be accomplished through the use of an emergent strategy, which is a continuous, open-ended, cumulative, and unexpected process (Bolman & Deal, 2017). The former tend to view change management as a formal, top-down, deliberate, and pre-planned process, whereas the latter views it as an unorganized, bottom-up, less deliberate, and ongoing emergent process (Kezar & Holcombe, 2017).

Working with an organization's stakeholder groups requires helping them understand what the change means for them, making and sustaining the transition, and striving to overcome any obstacles that may arise. It includes the behavioral and organizational changes required to support and accommodate change (Darmawan & Azizah, 2020). Analysis of the business environment, identification and selection of practical adjustments, successful implementation of those changes, and ongoing follow-up activities are all part of strategic change management (Linkweiler, 2019). According to Vandangeon-Derumez et al (2019), change management (CM) encourages people to adapt to and embrace change, learn new behaviors, skills, and beliefs and reduce resistance to change in order to meet company goals. Managers considering changes must understand that some resistance will inevitably arise. Change must be presented to those it will affect since people at all organizational levels may feel threatened by it. It is challenging for everyone in a company to manage innovation and change, so it is especially crucial to foster favorable attitudes toward change and to support these through appropriate learning and action (Kezar & Holcombe, 2017).

2.6 EMPIRICAL REVIEW

The topic of strategic change management has been the subject of numerous research. Riany (2012) conducted one such study employing a causal research approach, examining the impact of restructuring on Kenyan mobile phone service providers' organizational performance. He discovered that the importance of organizational culture in organizational change (Riany et al., 2012). Moreover, Ongera (2013) conducted a study on the factors that influence how change management is implemented in parastatals

in Kenya. She discovered that the Kenya Revenue Authority involved employees in decision-making for the implementation of change management and that using the appropriate employee skills had an impact on user involvement. Since information flow had an impact on change time, resource usage, and service levels, she concluded that user involvement in the implementation of change management is related to information flow.

Using a sample of 57 participants, Kamugisha (2013) looked into the consequences of change management in an organization; in a case study of the National University of Rwanda. Change has an impact on how an organization runs, according to the study. Darmawan and Azizah (2020) argue that when workers are devoted to the company and have the same values, productivity will inevitably rise. Darmawan and Azizah (2020) said that there is a link between a person's level of change preparedness and how well they handle change. Failure of change management is indicated by a lack of preparation for change. Resources, expertise in change management, support systems, and a lack of communication are further contributing issues.

2.7 The Ministry of Labour, Industrial Relations & Employment Creation (MLIREC)

The Ministry of Labour, Industrial Relations and Employment Creation (MLIREC) was renamed from the Ministry of Labour and Social Welfare (MLSW) on March 21, 2015, to reflect the new mandate that places a greater emphasis on industrial relations and employment creation. The newly created Ministry of Poverty Eradication and Social Welfare now performs the Ministry's Social Welfare duties. To ensure the Plan's suitability and responsiveness to the New Mandates and Vision 2030, the MLIREC consequently started the revision of its complete five (5) year Strategic Plan spanning the period of 2013 – 2017. The revision concentrated on the general objective of the Offices, Directorates, and Divisions with a focus on Labour relations and job creation and to bring them into line with the vision, mission, and key responsibilities of the Ministry.

An assessment of the Ministry's strengths, weaknesses, opportunities, and threats was a crucial component of the exercise, and it brought to light important problems in the various Offices, Directorates, and Divisions. These problems are translated into five-year strategic objectives to be solved. In addition, significant institutional, infrastructural, and

financial factors that appeared to be obstacles to carrying out the Ministry's fundamental mandate were assessed. Important elements of the strategic plan are the issues. If Strategic Leadership and Management were absent, they would be of little consequence. The foundational elements that are crucial to the Strategic Plan's success have been highlighted as the basis and strategy. Effectively resolving the expected problem and accomplishing the planned goals requires an approach that is especially needs-driven and centered on the institution rather than the governance system. The successful implementation of the strategic plan is the result of a model that includes excellent leadership and management in the manners already indicated. The best practices include shifting away from management-administrative processes that primarily concentrate on strategy, goals, and activities in favor of enacting leadership and aligning policy that covers the individual, teams, and corporate culture.

The different reviews conducted for each Office, Directorate, and Division, along with the resulting recommendations, serve as the framework for determining the strategic direction. In order to effectively and efficiently serve all of its stakeholders in accordance with its mandate, vision, goal, and values, this will result in a practical strategic plan that is realistic, measurable, and verifiable. It will hold all MLIREC officials accountable for the desired outcomes (behavioral framework). The main focus of the MLIREC's stated need is to ensure a strategic leadership team that is aligned, understands the strategic planning process, methodology, and its implications, and recognizes the value of cross-functional alignment and strategic focus (interdependencies) in ensuring the realization of the vision.

2.8 Conclusion

The chapter presents research on the variables influencing the implementation of strategic transformation in the public sector. The literature focused on the difficulties that arise during the execution of the strategic transformation. The literature also outlines the best tactics for dealing with government institutions so that strategic change can be implemented more effectively. The research approach used to gather empirical data for the study will be described in detail in the following chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology used to study the research issue was covered in this chapter. To create a study plan, many research methodologies and approaches were examined. Methods, refer to the strategy used by the study to collect the data and analyze it in order to respond to all of the research questions. The researcher was able to thoroughly examine overall validity and reliability thanks to the research approach. This chapter focused on the population, sample data collection and analytic techniques, research design, research approach, and ethical considerations.

3.2 Research design

This research design is the best one because there is not a lot of research done on the factors that affect the execution of strategic change in the Ministry of Labour, Industrial Relations and Employment Creation. In this study, a case study research design was used. Leedy and Ormrod (2016) say that case study research design allows for increasing a greater understanding of the subject in hand and decreases the potential for any bias, by diluting the agenda of a particular individual. The case study research design was chosen because it fully captures a variety of viewpoints, allowing for a deeper knowledge of the topic at issue and lowering the likelihood of bias by muffling the agenda of one particular person. In-depth, multifaceted examinations of difficult issues in their actual contexts are also made possible by the case study methodology.

3.3 Research approach

In this study, the qualitative research method was used because it is suitable for sightseeing and understanding the meaning of individuals and groups (Bell, 2018). Qualitative research describes a phenomenon from the participants through interviews and semi-structured interviews because it's used to explore participants' thoughts, feelings and beliefs about a particular topic. Qualitative research is concerned with an in-depth understanding of the issue under examination. It relies heavily on individuals who

can provide rich accounts of the experience as cited in Matthews (2016, p.38). The benefits of qualitative data analysis: deliver comprehensive information, looks profounder than examining ranks and amounts by footage attitudes, feelings and behaviors, construct openness, boosting people to enlarge on their responses can open to the topic (Matthews, 2016, p. 40). A qualitative methodology, on the other hand, seeks to comprehend the perspectives of the research population (Rahman, 2017).

A qualitative approach only asks individuals with the most expertise about the subject at hand (Bengtsson, 2016). Because of this, the methodology takes use of significant data that is carefully chosen as the sample frame due to its subject matter expertise (Anderson, 2017).

3.4 Research philosophy

This study adopted an interpretivism research philosophy since this philosophy calls for a study to delve deeper into people's behaviors in order to better understand their feelings and emotions (Creswell & Creswell, 2018). The interpretivism philosophy will be appropriate for this study since analyzing how the strategic change implementation is affected within the Ministry of Labour, Industrial Relations and Employment Creation employees' sentiments and emotions needs gathering extensive data.

It is important to remember that none of the previously discussed philosophical stances are superior to the others. The research question to be addressed will be directly responsible for determining the optimal strategy (Kubas & Stofkova, 2017). The purpose of this study is to examine the variables that influence how strategically important change is implemented at the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek. Kubas and Stofkova (2017) claim that when dealing with business circumstances, it is frequently beneficial to employ an interpretivism approach because they typically entail complicated and unique issues in a dynamic environment that is rapidly changing, making it very challenging to make generalizations. The important success elements that must be identified in the context of this research may differ from those for examples examined in a different setting. The fact that initiatives are "unique endeavors" and never the same suggests that strategic change projects will vary from one

to the next. The most suitable method for this research, according to the research topic, is interpretivism.

Another factor in choosing an interpretivism viewpoint was the need to investigate the complex problems that businesses encounter in order to better comprehend their reality. This is frequently related to the constructionist theory of how beliefs are created. It becomes evident how each person interprets events and why those acts were initially performed if the motivations and meanings underlying each person's actions are investigated (Kubas & Stofkova, 2017). This helps to explain why the preferred ontological method for this study is constructionism. All of this is very relevant to the research at hand since it's crucial to take into account how people's perceptions, knowledge, and understanding may influence how they interpret CSFs when putting strategic change projects into practice.

3.5 Population of the study

The population in this study was employees from the Ministry of Labour, Industrial Relations and Employment Creation, Windhoek only. The sample used in this study was selected from the population of 65 from the following three (3) Directorates: Office of the Labour Commissioner, Planning and Administration, and Labour Services. Creswell and Creswell (2018) pointed out that in research investigations population refers to the total number of elements the researcher is interested in the investigation.

3.6 Sampling

Ten (10) participants were chosen for this study using a purposeful sampling technique. According to Creswell (2018), a sample size of at least 7 is necessary for qualitative investigations to reach data saturation, hence a sample size of 10 was deemed enough for the qualitative analysis. Purposive sampling allows the researcher to select participants who are most likely to be able to supply useful information and with whom to speak (Rahman, 2017). The sample in this case consisted of middle- and top-level management professionals, Administrative Officers, Accountants, Arbitrators, Labour Inspectors and Human Resources Practitioners of the Ministry of Labour, Industrial Relations and Employment Creation, Windhoek. The expectation is that these research participants will be able to provide sufficient insight into the factors influencing the implementation of

the strategy shift at the Ministry of Labour, Industrial Relations and Employment Creation.

3.7 Method of data collection: semi-structured interview

In this study, the instrument for data collection was a semi-structured interview because it is used to obtain in-depth data (Castleberry & Nolen, 2018). Personal interviews involve personal and direct contact between the interviewer and the person they are interviewing.

Data are essential for answering the study question, comparing the results with the chosen literature, and drawing conclusions (Sarstedt et al., 2017). Rahi (2017) made an effort to untangle the misunderstanding that existed concerning the choice of data collection methods. Confusion arises from the preconceived notion that the method to be applied must resemble the research questions or at the very least deduce logically from them. In support of his claim that it is incorrect to attempt to convert the research question into interview questions, he asserts that “your procedures are the means to answering your research questions, not a logical transformation of the latter” (Rahi, 2017). Additionally, according to Rahi (2017), choosing the right procedures shouldn't just be based on the research topic but also on the context of the study, especially in terms of what would provide the needed data in that setting the most effectively.

Determine the type of data that will be needed for the research before choosing the data collection methods. In general, there are two categories of data: (1) primary data, which are the data that the researcher collects for the first time with the aim of addressing his particular research question; and (2) secondary data, which are the data that have already been collected by other authors and are used to address their own research question (Rahman, 2017). Because there is a dearth of research in this field, primary data will be acquired for this study, both to fill the gap in the literature and to verify the validity and reliability of the data obtained by avoiding data derived from prior studies whose methods are unknown.

Semi-structured interviews were chosen as the best technique of data collecting for this research after examining the various primary data collection options and taking into

account the aforementioned factors. This approach merely entails a conversation between two or more people during which a series of questions are posed (Kubas & Stofkova, 2017). In order to provide the interviewee more flexibility and generally acquire a deeper understanding of the research, these questions are distinguished by their lack of specificity. A common guideline for the interviewer will be a set of questions. The interview frame can be regularly modified and augmented with new questions based on the data that the interviewer deems pertinent to inquire about and intriguing to look into further, adding value to this primary research method (Christiani, 2016).

The ability for the researchers to comprehend people's experiences and the meaning they derive from them makes the use of semi-structured interviews for data collecting obvious (Eden & Ackermann, 2018). The experiences of the others should make it possible to identify the crucial success criteria, which will be essential for this research's ability to provide an answer to the research question. This kind of approach can also result in new discoveries because it makes it easier to explore and clarify topics that have evolved from the questionnaire guidelines' responses. Due to a more flexible approach than that of the structured interview, this will increase the insights into the research and the addition of information that would probably not have been expected at the beginning of the research (Kubas & Stofkova, 2017). The majority of participants are more at ease and accustomed to the interview procedure than the other approaches, which is a benefit. This enables a straightforward discourse where both parties can talk about topics that interest them (Rahman, 2017). However, the drawbacks of this data-gathering technique are, respectively, the challenge of accurately interpreting the information obtained from the interviewee and the danger that the interviewer would sway the respondent's responses (Kubas & Stofkova, 2017).

3.8 Data analysis

ATLAS.ti application software was used to analyze data. This software was suitable since it helps to break down, reorganize and regroup data according to the themes, categories, and areas of interest to this study. ATLAS.ti will also enhance consistency in how data will be handled throughout the research (Ngalande & Mkwinda, 2016). The method of data analysis chosen depends on both the study's design and the overall research methodology. Furthermore, this software searches for recurring themes in the

data, which is then used to support or develop previous arguments. Following the study, the data were then used to support points that were being made, either as blocks of exact quotes or other means. Where applicable, the data was also shown in a visual format to highlight some key themes. To ensure that no information is lost during note-taking, data was gathered using tape recorders in accordance with the qualitative technique used. After the data collection process was complete, a number of procedures were followed to guarantee the validity and correctness of the research findings. To convert the data from its audio format to text format, it was first transcribed. The service used an online data transcription provider.

3.9 Research methodology limitations

When conducting a research study, it is essential to assess the relevance of the data gathered and the research findings to the research topic. The foundation of this study is qualitative research, however, there has previously been significant skepticism over the validity and trustworthiness of this kind of research. Due to the qualitative method's perceived lack of measurability in comparison to quantitative methods, this is most likely the case (Paul, 2017). Researchers who use qualitative methods must therefore figure out how to guarantee the applicability of their findings. In other words, they must illustrate the rigor with which their work was developed, as a lack of rigor will cause the research to veer into fiction and lose its value (Paul, 2017). Validity and reliability are two criteria that Christiani (2016) and many other academics use to assess a study's quality.

3.9.1 Reliability and Validity

Internal consistency reliability was used in this study to assess the instruments consistently and ask questions about how a set of items gauges a particular quality of the others (Rahi, 2017). According to Middleton (2022) reliability tell how consistently a method measures something; when the same method is used on the same sample under the same circumstances, the findings should be the same. In a qualitative study, the reliability is determined by whether or not, if the study were to be repeated, other researchers could draw comparable conclusions from the data. The bias of the interviewer, which may manifest itself in the interviewer's tone, comments, or nonverbal behavior toward the interviewees' responses, is the real cause for the dependability

problem in this type of data-gathering approach (Rahi, 2017). However, in this study, there is no doubt that the information gathered has a high degree of reliability because the interviewees were not subjected to any bias; open-ended questions were used, and an objective role-player acted as the interviewer. This prevented the interviewers from showing bias or imposing their own beliefs on the interviewees. When the data was interpreted, it was done so with the same objectivity. Long, complex questions were also avoided since, according to Rahi (2017), they can cause interview subjects to become confused. Instead, it is preferable to develop straightforward, brief questions that the interview subjects can understand. Overall, it is true that there are various sorts and definitions of validity and reliability. According to Rahi (2017), reliability is the degree to which a measurement process consistently produces the same result no matter how or when it is used (Rahi, 2017). It is crucial to note that it is impossible to entirely remove the risks to the data's veracity. However, by focusing on them, as was done in this study to ensure higher reliability and precision of the study's findings, it is feasible to attenuate them. On the other hand, research validity refers to the extent to which study findings are accurate (Coulter, 2013). This will be confirmed by ensuring that researcher bias and selection bias is eliminated from the study.

3.10 Ethical considerations

According to Alderson and Morrow, “Ethics is a set of moral standards concerned with the extent to which research methods correspond to professional legal and societal commitments” (2020, p.14). Moreover, Rahman (2017) asserts that researchers have a responsibility to safeguard research participants, foster trust with them, uphold research integrity, guard against improper behavior that can reflect poorly on their organizations or institutions, and cope with the novel, challenging circumstances (Rahman, 2017). The following list of ethical considerations for performing empirical research is provided.

Permission

The study sought ethical clearance from the Namibia University of Science and Technology under which the study was undertaken as well from the Ministry of Labour, Industrial Relations and Employment Creation under which the study engaged engage the participants. The study abides to human research ethics throughout the study.

Informed consent

The participants in the research must express their informed consent before any research involving human beings was conducted. This makes it quite evident that they agreed to take part in the study on their own will and were completely aware of its goals (Balloo et al., 2016). Each participant in this study had to read and sign a written consent form before the research could begin, indicating their agreement to the study's terms.

Rights of participants

In order to protect participants from unjustified physical and emotional discomfort, distress, danger, or deprivation, Rahman (2017) writes, "researchers need to anticipate likelihood of unpleasant, intimate information being divulged during the data collection process." In other words, the researcher must always be aware of the rights of the study subjects and ensure that doing the research will not infringe on those subjects' rights in any way. To ensure that the study participants suffered no mental or psychological harm because they participated in the study, the researcher took all reasonable precautions when designing the data collection tools.

3.11 Resources and access to primary and secondary data

The study makes use of publicly accessible information from resources like Google Scholar, which compiles a wide range of articles and books. The Namibia University of Science and Technology's search engines were also used to look for papers and research reports. The researcher will gather primary data utilizing the techniques and resources described above, and this was finished by the primary data.

3.12 Conclusion

This chapter described the methodologies, approaches, and methods utilized to gather data using a qualitative approach. Some of the general topics that were covered in the chapter include the research population, which consists of the personnel from the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek at both the middle-level and top-level management and the purposive sampling approach. A sample size of ten (10) participants, was selected using a purposive sampling technique. The chapter also elucidated that the study used the semi-structured interview to collect

data. Lastly, the chapter explained how ethics and trustworthiness were served in the study. The following chapter analyses the data and presents the findings with discussions.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE RESULTS

4.1 Introduction

The findings of the study are presented and discussed in this chapter. The study's objective was to investigate the factors influencing the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek as it executes a strategic transformation. The information was acquired using semi-structured interviews to achieve this goal. This chapter's opening section focuses on giving the biographical details of the participants, which is followed by a thorough overview of the study's sub-objectives.

4.2 Demographic information of the participants

The respondents were both male and female staff members of Windhoek's Ministry of Labour, Industrial Relations, and Employment Creation. A purposeful sampling method was used to choose the ten (10) participants for this investigation. The selection process resulted in the selection of seven male and three female middle and high-management experts. A gender balance was not achieved in the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek because the workforce is overwhelmingly by male. Selected male and female personnel are both certified, holding degrees ranging from a Higher-Level Certificate to an Honors Degree and a Master's Degree. Table 4.1 following contains a list of the participants' biographical details.

Table 4.1: Demographic details of each participant’s gender, qualification and employment Status

Participant	Gender	Educational Level	Employment Status
<i>1</i>	Male	Honors Degree	Senior Human Resource Practitioner
<i>2</i>	Female	Honors Degree	Labour Inspector
<i>3</i>	Male	Master’s Degree	Deputy Director
<i>4</i>	Male	Higher Level Certificate	Human Resource Practitioner
<i>5</i>	Male	Diploma	Arbitrator
<i>6</i>	Male	Master’s Degree	Senior Accountant
<i>7</i>	Male	Honors Degree	Administrative Officer
<i>8</i>	Male	Honors Degree	Human Resource Practitioner
<i>9</i>	Female	Master’s Degree	Director
<i>10</i>	Female	Honors Degree	Deputy Labour Commissioner

4.3 Themes and sub-themes

In this section, the conclusions from the study's numerous themes are provided. Data presentation includes the description of the collected information in some sort of explanation, comprehension of the subjects and circumstances, and so forth. The information was categorized into themes and transcribed statements from the respondents were used to support the conclusions. The themes and sub-themes that resulted from the data collection, transcription, and analysis are listed in Table 4.2. Table 4.2 shows the primary theme and sub-themes that arose from the material that was transcribed and analyzed (addressing research questions).

Table 4.2: Themes and sub-themes

Theme	Sub-theme
<p><i>Theme 1: Elements influencing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change.</i></p>	<p><i>Sub-theme 1.1: Employee Attitude and Strategic Change</i></p>
	<p><i>Sub-theme 1.2: Leadership style and Strategic Change Management</i></p>
	<p><i>Sub-theme 1.3: Organisational Culture and Strategic Change Management.</i></p>
<p><i>Theme 2: Issues that the Ministry of Labour, Industrial Relations, and Employment Creation faces in implementing strategic change.</i></p>	<p><i>Sub-theme 1.1: Influence of policies and planning processes on implementing strategic change.</i></p>
	<p><i>Sub-theme 1.2: Influence of communication processes on implementing strategic change.</i></p>

<p>Theme 3: Tactics for enhancing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change.</p>	<p><i>Sub-theme 1.1: Clear objectives and visible leadership</i></p>
	<p><i>Sub-theme 1.2: Clearly stated reasons for strategic change and employee involvement.</i></p>

4.2.1 Theme 1 shows the elements influencing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change.

4.2.1.1 Influence of employee attitude on strategic change

The results of this study have demonstrated that employee attitudes have a substantial impact on strategy transformation. The results of Vakola and Nikalaou's (2015) study, which stated that employees' roles and attitudes are crucial in initiating and managing strategic change processes at a company, are supported by the findings of the current study. They also asserted that as employees are responsible for driving the change agenda, their attitudes are important. If employees have a good attitude, they are more likely to facilitate strategic change than if they have a negative attitude. The success of strategic change processes inside a business has been proven to be significantly correlated with employees' attitudes, according to research by other experts including Tahir and Naveed (2017). Following the conclusions of this study, the study also found that because employees' attitudes about change vary, they have varying substantial influences on strategic change management. Participant 4 asserted that:

"... While some employees will be joyful during times of change, others will feel terrified and insecure, which makes them hesitant to adapt, obstruct new working procedures, and adhere to their old routines. It is quite difficult to give people stability while still convincing them that change is beneficial to them." (P4).

The results of this study revealed that employees' attitudes about change are influenced by their beliefs about it. This is due to the fact that each employee has a unique temperament, set of sentiments, and perspective on change, all of which affect how they feel about change and how change procedures affect them. According to Wanza and Nkuraru (2016), there are three key aspects that affect each employee's attitude. This includes communication, employee participation in change decisions, and employees' feelings and thoughts. They went on to say that the core elements of an employee's attitude are their emotions. To this purpose, they had additionally argued that the aggregate impact of each employee's attitudes is arguably more important than other aspects during strategic change processes and, as a result, greatly affects employees' behavior and actions toward change. Employee individual judgment is equally significant in terms of attitude. Each employee must exercise judgment to determine whether the changes being processed are in keeping with their own interests and the interests of their business, whether those interests are actual or only perceived to be such. This is consistent with the study's findings, which show that employees' attitudes affect their willingness to make changes. Change management in businesses is driven by effective change behavior. As a result, coordinating staff attitudes, particularly on change behavior, cognition, communication, and inclusion, would ensure effective change management.

Individual employee thinking is a crucial component in change management processes, according to this study's findings. While participant 7 indicated the effect of employee reasoning and capabilities on the acceptance of change:

"...The need for and immediate benefits of changing employees' working habits are not often obvious to them; as a result, they resist change and contribute to the project's delays. While some employees are open to change, they may not always possess the skills and expertise needed to put the changes into practice, or they may find it difficult to adjust to their new working environment. Others are simply afraid. There are many reasons why people resist change, and it might be challenging for me to pinpoint those particular reasons in order to effectively combat employee resistance to change." (P7).

If an organization wants to succeed in its strategic change processes, it cannot wish away the intelligence, competence, and problem-solving skills of its people. This is supported

by the claim made by Cattani et al. (2017) that the cognitive-affective makeup of specific employees has an impact on change management procedures. They went on to say that attempts at organizational transformation fail because change agents undervalue the contribution that every employee's reasoning makes to the process of change. Because cognitive-affective reasoning is linked to emotional connectors that determine how employees feel about change processes taking place in their organizations and the ensuing change in attitude toward the change itself, employees' cognitive-affective reasoning serves as the trigger for attitude development. The idea was supported by a 2015 study by Vakola and Nikalaou, which claimed that a company's strategic change processes depend heavily on the roles and attitudes of its employees. Workers' perspectives on change vary, and they have clear, important influences on the management of strategic change. According to Cattani et al. (2017), certain employees' cognitive-affective characteristics can affect how change management processes are carried out. Therefore, resistance to change shouldn't be seen as an indication of people's complacency or resolve to maintain the status quo. When confronted with the unusual or the unexpected, it is a psychological reaction that is totally understandable to experience (Lines et al., 2016). Nonetheless, compared to their resistance to change, the majority of people do have an inbuilt willingness to shift their perspective. Managers need to be aware of the many attitudes people have about change since it happens continually, whether we want it to or not and whether we are aware of it or not.

4.2.1.2 Influence of leadership on strategic change

The results of this study demonstrated that leadership has a substantial influence on strategic change management within the Ministry of Labour, Industrial Relations, and Employment Creation in Windhoek. This study supports Asleh's (2016) observation that organizational leadership is crucial to the accomplishment of all change initiatives. As a result, leadership is crucial for change projects inside an organization to be successful. Additionally, Binci et al. (2019) had suggested that organizational leaders are crucial to strategic change management because they are guardians of change within their organizations. Therefore, it is the responsibility of leaders to create an environment and change management frameworks that are effective for their respective organizations. The responsibility for communicating change, its significance, its process, and the final goal

that the change management process is intended to achieve falls equally on leaders. The vision and objective for organizational change must be established by leaders, and they must recruit change agents within their organizations. While participant 8 expressed the need for leaders to explain and clarify the importance of change:

“Giving employees clarity on their tasks and actions throughout strategic change processes helps them comprehend what they will be doing and provides them a sense that things are properly organized. However, it only aids in the process of beginning; by itself, it does not contribute to or ensure success. (P8).

According to this study, creating a change-friendly environment is crucial for successful change management, especially when it comes to tracking change initiatives inside an organization. This study also discovered that a key factor in guaranteeing the success of the strategic transformation is change management awareness. This is consistent with the claims made by Cattani et al. (2017) that leadership fosters change and guides the organization toward desired results. Leaders must have a thorough understanding of the industry they are in and the degrees of power that could effectively drive change in order to set up an effective strategic change management. Maraka (2009) claimed that creating an environment conducive to change required leaders to do more than just manage disturbances; they also needed to create an atmosphere in which change ideas could be discussed, exchanged, and put into practice.

The study also revealed that leaders enacting change must play a major role in developing strategic goals for change management. This suggests that when change management is based on strategic goals, it typically succeeds. Participant 10 expressed that:

“...Strategic objectives are offered, but primarily for special projects because it is frequently impossible to inform everyone concerned. This means that either I or other management staff must inform their subordinates of the strategic goals, but doing so might be time-consuming and slow down the project's implementation process.” (P10).

A lack of appropriate change management goals and techniques would inevitably ruin change management attempts and disappoint organizations in their search for success. Asleh (2016) made a similar point, arguing that in order for change-driven executives to

successfully lead strategic change management projects, they must have a clear understanding of their roles. This guarantees that procedures for strategic transformation are properly coordinated and managed. Establishing strategic goals for change becomes difficult when leadership is muddled, and people lack cohesion in their approach to change. According to this study, creating a change plan is among the most crucial elements of change management. This is so because a change plan serves as a roadmap or instruction manual for the entire change process. Participant 4 asserted that:

“A strategic masterplan directs what must be done when and where resources must be spent on the same at predetermined intervals.” (P4).

According to this study, a change plan is crucial since it aids an organization in mapping out its strengths and weaknesses, competencies, and how these could help or hinder change management. This is consistent with research by Faupel and Sub (2018), who highlighted that an organization without a well-planned and well-executed strategic change management plan will inevitably struggle to undertake change efforts. In a similar vein, they claimed that creating a strategic change management strategy is a fundamental skill that helps firms to successfully manage change. Managers are responsible for implementing change; yet, management needs employee support for change initiatives for the change process to be successful. This is consistent with a study by Binci et al. (2019), which found that one of the best things an organization's leadership can accomplish to promote change management procedures is to rally the workforce around change plans. According to a study by Cattani et al. (2017), there is a correlation between the success of strategic change management processes and the implementation of change.

4.2.1.3 Influence of Organisational Culture on Change Management

The conclusions have shown that organizational culture has a major impact on strategic change management. This result supports a study by Asleh (2016) who claimed that organizational culture has a substantial impact on the effectiveness of strategic change management in organizations. An ever-changing world with intricate cultures and subcultures makes this particularly true. So far as strategic change management is concerned, we may contend that a strong culture has a significant impact, both positively and adversely. Participant 2 expressed that the culture at the Ministry of Labour,

Industrial Relations and Employment Creation emphasizes more on logical reasoning which can influence the success of strategic change management in a both positive and negative ways.

“...We rely heavily on logic, common sense, and prior knowledge.” (P2).

According to the results of this study, if the culture is strong and positive, we may argue that the positive culture will have a big, beneficial impact on strategic change management. The likelihood that change management will be negatively impacted is considerable if the culture is strong and disfavored. This is so that employees working inside its boundaries can ingrain specific beliefs that make the change either simple or complex to implement. Faupel and Sub (2018) have pointed out that a strong culture allows an organization to prioritize some things over others, and that if the culture is change-averse, then any efforts to implement change or manage change will be ineffective. Change, however, occurs flawlessly if the organizational culture has a favorable mentality and perspective on change and strategic change management. Transformational leadership is one of the components of a positive change culture in a business. To put it another way, transformational leaders are able to plan for change and support a culture that welcomes and embraces change.

The results of this study have also demonstrated the significance of organizational subcultures in strategic change management. This is the case because subcultures within an organization define informal processes and functions. Participant 5 asserted that:

“...Our subculture adheres to the fundamental principles while allowing for interpretation in the ancillary areas, making it less destructive. In reality, by discovering fresh methods for successfully executing strategic change, these subcultures frequently assist the Ministry in becoming more nimble.” (P5).

Change initiatives within an organization may thus be hindered or wholly unsuccessful if an organization tries to comprehend the motivations behind or needs of a particular subculture. This is supported by a study by Asleh (2016), who notes that managers should support subcultures that facilitate the acceptance of change management. This includes finding the subculture leaders inside an organisation and giving them the authority to act as change agents. Faupel and Sub (2018) claim that one of the most crucial strategies to

improve the adoption and implementation of the change agenda in an organization is by fostering internal organizational sub-culture. It should be emphasized that while negative subcultures can significantly impede the successful implementation of change initiatives in organizations, positive subcultures can greatly boost the implementation and effectiveness of change management in organizations. Because both good and negative subcultures can have a substantial impact on strategic change management, equal weight should be given to each.

The results of the study have demonstrated that organizational culture significantly affects strategic change management. This finding backs up a study by Binci et al. (2019) that asserted organizational culture significantly influences the success of strategic change management in organizations. Given that our world is rapidly growing and has a wide variety of unique cultures and subcultures, this is especially pertinent. By creating obstacles to the implementation of corporate strategies, such as resistance to change and a lack of commitment, organizational culture can work against an organization (Elbanna et al., 2020). Strong cultures, it has been argued, foster good alignment, employee motivation, and the appropriate structure and controls necessary to increase organizational performance, making them more effective and appropriate for predictable or stable environments where organizational goals are unmistakable and clear. Strong cultures have their critics who claim that success can reinforce cultural norms to the point where managers and staff become arrogant, insular, and resistant to change, and senior managers fail to see the need for new strategic goals (Jones et al., 2018). It is argued that creating a strong and cohesive corporate culture has disadvantages because it may cause businesses to be resistant to change or certain strategic options, despite their virtues (Kezar & Holcombe, 2017). Managers must understand how culture affects their own work and personal values since they may have the ability to influence cultural change (Kezar & Holcombe, 2017).

4.2.2 Theme 2 shows the issues that the Ministry of Labour, Industrial Relations, and Employment Creation faces in implementing strategic change.

4.2.2.1 Influence of policies and planning processes on implementing strategic change

The interviewees identified several difficulties and impediments to achieving strategic change. These might be connected to the team, the planning procedure, or even the plan itself. The strategic change, according to one respondent, is occasionally indiscriminate and cannot be implemented within the Ministry. Therefore, they recommended that a flexible framework be used for strategy change so that it may be adjusted to the time, location, and staff. The organizational framework and culture in which it will be executed must also be taken into consideration. Participant 5 expressed that:

“...We need to adjust the rules that govern how we operationally define our strategic change processes in accordance with the new organizational structure plan that we have just implemented. This can be done by increasing the strategic changes' adaptability to our internal policies or by making the strategic goals modifiable and changeable along the way. Doing so will help to increase the consistency and cohesiveness of the trail's final goal and ensure the smooth execution of the strategic change processes.” (P5).

This interviewee asserts that any strategic shift will be successful if two factors are present. The first can be achieved by changing organisational policies that obstruct the implementation of the strategic shift. The second is to create flexible strategic change processes that may be altered in response to any new requirements. The assessment of strategic change procedures for the goal of evaluating the entire process, including updating staff satisfaction, was another issue brought up by the respondents. Participant 8 asserted that:

“...You simply never know what's going to happen if you make a three-year strategic change plan. So, you must do both an annual review of it and a performance evaluation”(P8).

4.2.2.2 Influence of communication processes on implementing strategic change

The interviewees identified staff communication as a significant barrier to strategic change processes' success. The organization's diversity of cultural backgrounds, where some vocabulary are influenced by cultural connotations, is the key factor. To put it another way, some of the words are employed according to culture because gestures and phrases may be understood differently depending on the culture. Communication is a problem not only because of cultural barriers but also because of some technical problems that overlap with the terminology that is typically used to describe strategic change plans and their methods. Some employees are not very familiar with the technical jargon that strategic planners frequently utilize. While participant 9 expressed her concern with regard to communication as a barrier to the smooth flow of strategic change processes:

“...The main obstacle to executing strategic change processes, I discovered, is communication since there are discrepancies between what we say and how other employees, coworkers, and supervisors hear and interpret it. It can be upsetting to spend a lot of time preparing information only to discover that many of the audience members misunderstand or cannot grasp what you are saying.” (P9)

The interviewee explains that since English is typically utilized for communication, the disparities go beyond only the language. Another issue this interviewee struggled with was the interpretation of technical jargon and the issue of cultural clues.

Additionally, interviewees reported that by the start of the execution of the strategic shift, all efforts were intensely concentrated on orienting personnel of all levels and specialties. However, a few months into the implementation phase, these efforts are all but gone. The participant in the interview proposed that it is necessary to regularly educate staff members about the processes for strategic change and evaluation, as well as to remind individuals taking part in the review process that the strategic change is still ongoing and has not yet been phased out.

“...We should review our accomplishments of such strategic plans, goals, and objectives annually. Each goal has a set of KPIs (key performance indicators). Our regular meetings must continue, and at the end of the year, we must present

a final report to the senior management for their approval before moving on to the new strategic change plan.” (P7)

And another interviewee said:

“...The best one is selected once we develop our strategic change plan. Then, each of us will report at a subsequent monthly meeting for consideration. I believe that regular meetings with other concerned staff or reporting to the top management will enable us to move forward.” (P2).

However, interviewers also emphasized the significance of teamwork between the strategy team and other employees in the success of any strategic change process, aside from concerns with regard to communication processes:

“...Without a strong team, it will be difficult to organize effectively and accomplish all of the goals we have set for ourselves or that we intend to attain. In addition, we won't maintain the proper planning if we don't analyze what our organization's vision and mission are and how our teams can turn them into a strategic plan.” (P8).

Another interviewee, however, claimed that coordination between management and employees was not as good as it could have been:

“...We have been going through this for quite some time. We established a set of strategic transformation objectives, but each management panel is moving differently since the executive administration is not coordinated. The conflict eventually arises between the others and us.” (P1)

The likelihood that strategic goals will be achieved is increased by characteristics such as teamwork and coordinated strategic initiatives. The ability of employees to actively participate in achieving strategic change is particularly shown in teamwork. To avoid purposeful or unintended obstacles to the success of the strategy transformation, the management must also be fully informed of and involved in this process:

“Middle management may occasionally not fully comprehend the vision, purpose, or objectives, in my opinion. And although I may engage them through

a technique that they technically understood, I will be sometime not able to move them emotionally.” (P5)

As a result, it is crucial that the strategic team be made up of individuals from various organizational levels and ranks. The relationship between personnel appraisal or evaluation and strategic plans was another issue brought up by respondents. A participant in the interview proposed that the yearly evaluation be connected to the strategic plan of action and that all staff members be included in the strategic change processes at some point throughout the implementation of the plan:

“Although there is employee participation in the planning process, the so-called employee performance matrix or evaluation is regrettably not closely linked to the strategic transformation goals and objectives. However, there is less of a linkage and connection between the two in this situation. The strategic plan and objectives are understood and agreed upon, but we frequently forget to connect them to the performance review. Because of performance evaluation, employees will have this when they return home.” (P9)

The use of technology (such as computer systems) and the use of e-mail and the web are other issues that have been reported to hinder the achievement of strategic change:

“We lack an enhanced electronic system to assist us in the monitoring and implementation of some of the strategic improvements, so what is lacking is in the structure itself. One of our current issues is that, despite the fact that updating the current electronic system to facilitate quicker communication and general ease of life should be the main goal and direction for the next three years, we put this strategy in place.”(P2)

The respondents consequently identified a number of challenges to the organisation's planning and implementation of strategic reforms. These included the effectiveness of the planning and policy-making processes, the effectiveness of employee communication, employee cooperation, and staff concerns.

4.2.3 Theme 3 show the best tactics for enhancing the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change.

All interviewees were asked about the strategies they felt were essential to the success of strategic change initiatives in order to identify the best techniques for improving the Ministry of Labour, Industrial Relations, and Employment Creation's execution of strategic change. According to the dimensions of their own opinions, the findings, based on context-sensitive interpretations, are detailed below. Additionally, a number of open-ended questions regarding the implementation of strategic change were posed to encourage the discovery of additional potential crucial aspects and fresh information as well as to prevent any excessive influence of the interviewee and leading of the interviewees' answers. Following the discussion of the aspects, these findings was presented.

4.2.3.1 Clear objectives and visible leadership

The interviewees believed that well-defined, realistic project goals and objectives were essential to the accomplishment of strategic transformation programs. All departments were explicitly informed of the strategic objectives and aims, which was viewed as essential to developing a shared understanding of them. Due to this perception, everything at the Ministry of Labour, Industrial Relations, and Employment Creation was thought to be more written down or documented. The respondents stated that realistic goal-setting is crucial and must be based on striking a balance between the project's strategic goals and the necessary resources that are within the Ministry's competence. The interviewees noted that this was especially important considering how difficult the process of strategic change was. Other respondents stressed the need to keep strategic change goals at realistic, reachable levels and cautioned against setting them too high. This was thought to be crucial in order to offer the staff members a sense of being able to implement the strategic changes and avoid demotivating them with impossible goals. As the interviewee underlined:

“Setting impossible strategic goals is pointless since you will only lead to failure and demoralization of the workforce. Setting realistic strategic goals is crucial, and to do that, you must be extremely familiar with the organization's capabilities.” (P9)

Other interviewees cited leadership as the most crucial element for successfully implementing strategic change projects within an organization, above and beyond the creation of clear and achievable strategic objectives. As previously noted, one of the main obstacles to change is the unwillingness and attitude of the employees due to insecurity and fear. Because effective leadership efforts were thought to give employees security and persuade them of the changes, the respondents stated that leadership may prevent this opposition to strategic change. It was felt crucial to have an active leadership position that involves direct interaction with the workforce. As one interviewee explicates that:

“In order for the people to feel connected to the leader and follow him, the leader must be actively involved. It is crucial that the populace understands he is not a god or an impassible force.” (P3).

The interviewees also stated that they believed the close leadership contributed to the team's drive and confidence in carrying out the planned adjustments. Additionally, it was discovered that the Ministry of Labour, Industrial Relations, and Employment Creation tended toward an autocratic leadership style with a more direct and top-down approach. However, it was believed that a mix of explicative and strength of authority approaches would be used to implement the strategic changes. The results of this study proved that strategic change management and leadership visibility have a big impact on the Ministry of Labour, Industrial Relations, and Employment Creation in Windhoek. This corroborates Binci et al. (2019), who stress that there need of strong organizational leadership in the success of all transformation efforts. A few key persons at the top of firms appear to be a required element of significant strategic change, according to Cattani et al. (2017). According to Amjad and Rehman (2018), management practices related to organizational change must be explicit, consistent, and based on what is in the change for people to improve their viewpoint and cognitive assessment of the change. Good leadership is required for the successful implementation of change because it strengthens the psychological support and environment of confidence, trust, and support needed for change implementation (Arefazar et al., 2019).

4.2.3.2 Clearly stated reasons for strategic change and employee involvement

It was believed that articulating the necessity and justification for the change was essential for its successful implementation. For the strategic change project to be managed successfully, the respondents believed that articulating the need for change from the outset was essential. Most interviewees indicated that such an explanation must demonstrate to the staff both why change is required and why it is beneficial to them. As one interviewee underlines:

“While it's important to explain why change is desirable and beneficial for the organization, it's even more crucial to persuade all of the employees to support it. You sort of need to market the change as a result. By demonstrating the benefits and advantages that they can personally experience, you may help them see why change is good for them and increase employee "buy-in" overall.” (P7).

The interviewees stated that showing the employees how much they stood to gain personally and why a change was necessary helped them become convinced and committed to putting the change into action. According to the interviewers, the discussed aspect is extremely crucial for the successful implementation of the strategic change because it reduced the likelihood that employees would exhibit change resistance as the project progressed.

The respondents also mentioned the need of involving the involved staff in the change process in order to make people feel invested in it and encourage dedication. The strategic change initiative was viewed as being more actively participated in and supported by the employees who were directly impacted by the changes. The interviewees claimed that creating a sense of ownership over the change activities helped to fuel people's motivation. One respondent further discusses the significance of this element in relation to participation and involvement as follows:

“The active involvement of my juniors is crucial to the success of the change project since without it, the changes cannot be properly executed. Since they will be putting the change efforts into practice, I will just be acting as the leader and facilitator. Due to this, having devoted and motivated staff is crucial; in essence, this decides the project's success or failure.” (P5)

4.3 Summary of findings

The results of the investigation are briefly summarized in this section. The outcomes demonstrated that the implementation of strategic change processes can be impacted by employee attitudes. The results of Vakola and Nikalaou's (2015) study, which stated that employees' roles and attitudes are crucial in initiating and managing strategic change processes at a company, are supported by the findings of the current study. The study also found that because employees have varied attitudes about change, they have distinct significant influences on strategic change management, which is consistent with the findings of this study. Employees' attitudes affect how they manage change, which in turn affects employee belief in change. This is due to the fact that each person has a distinctive temperament, set of sentiments, and perspective on change, which ultimately shapes how they view change and the processes involved in it. Individual employee rationale is a crucial component in change management processes, according to this study's findings. If a business wants to succeed in its strategic change processes, it cannot wish away the intelligence, competence, and problem-solving skills of its people. This is supported by the claim made by Cattani et al. (2017) that the cognitive-affective makeup of specific employees has an impact on change management procedures.

The findings of this study also established the existence of a significant influence of leadership visibility on and strategic change management within the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek. This study agrees with Binci et al. (2019), who emphasized that effective organizational leadership is crucial for the accomplishment of all change projects. Therefore, leadership is crucial for the success of change projects within an organization. This study discovered that creating a change-friendly environment, and in particular, documenting change processes within a company, was crucial to change management. Another finding of this study was the need of change management understanding in guaranteeing the success of the strategic transformation. This is consistent with the claims made by Asleh (2016) that leadership steers the organization toward desired results and creates a climate that is conducive to change. The survey also revealed that executives who are driving change must set strategic goals for change management. This indicates that change management is typically successful when it is based on strategic objectives.

The study has shown that organizational culture has a substantial impact on strategic change management. This result supports a study by Binci et al. (2019) that claimed organizational culture has a substantial impact on the effectiveness of strategic change management in organizations. This is particularly relevant given that we live in a rapidly evolving globe with numerous distinct cultures and subcultures. This is true because, within an organization, subcultures determine informal processes and functions. Therefore, transformation initiatives within an organization may be stymied or even unsuccessful if the organization does not comprehend the motivations behind or demands of a subculture. Employee communication was also cited by the interviewees as a significant barrier to the effectiveness of strategic change programs. Communication concerns arise not just as a result of cultural differences but also from some technical problems that overlap with the language that is frequently used to describe strategic change plans and their methods. Strategic change was thought to be successfully implemented when the necessity and justification for the change is well communicated. According to the study, it is crucial to create goals that are realistically achievable and to strike a balance between the strategic objectives of the project and the resources needed to complete it within the Ministry's capabilities. Goals for strategic change should be kept at levels that are reasonable and attainable, and they shouldn't be set too high.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Introduction

The summary, conclusions, and suggestions drawn from the study's findings are presented in this chapter. The research findings are briefly discussed in Section 5.2. The conclusions are presented in Section 5.3. The recommendations are presented in Section 5.4.

5.2 Summary

The goal of the study was to look into the variables influencing the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek as it implements a strategic change. A qualitative research approach was adopted for the investigation. The population in this study was sixty-five (65) employees from Ministry of Labour, Industrial Relations and Employment Creation, Windhoek only. The sample used in this study was selected from this population from the following three (3) Directorates: Office of the Labour Commissioner, Planning and Administration, and Labour Services. Ten (10) participants were chosen for this study using a purposeful sampling technique. In this study, an instrument for data collection was a semi-structured interview. ATLAS.ti application software was used to analyze data. This software was suitable since it helps to break down, reorganize and regroup data according to the themes, categories, and areas of interest to this study.

The outcomes demonstrated that the implementation of strategic change processes can be impacted by employee attitudes. The results of a study by Binci et al. (2019), which stated that employees' roles and attitudes are crucial in creating and managing strategic change processes within a company, are supported by the findings of the current study. The study also found that because employees have varied attitudes about change, they have distinct significant influences on strategic change management, which is consistent with the findings of this study. Employees' attitudes affect how they manage change, which in turn affects employee belief in change. This is due to the fact that each employee has a unique temperament, set of sentiments, and perspective on change, all of which

affect how they feel about change and how to change procedures affect them. The results of this study also revealed the significance of individual employee reasoning in change management procedures. If an organization wishes to succeed in the processes of strategic change, it cannot wish away the intelligence, competence, and ability of its people to reason and communication challenges. This is supported by the claim made by Faupel and Sub (2018), who claimed that the cognitive-affective makeup of specific employees has an impact on change management procedures.

Additionally, the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek was found to be significantly impacted by strategic change management and leadership visibility, according to the study's findings. According to Shash et al. (2020), all change projects require strong organizational leadership in order to succeed. This study supports their findings. Therefore, leadership is crucial for the success of change projects within an organization. This study discovered that creating a change-friendly environment, and in particular, documenting change processes within an organization, was crucial to change management. Another finding of this study was the need of change management understanding in guaranteeing the success of the strategic transformation. This is consistent with the claims made by Shash et al. (2020) that leadership creates an environment that is conducive to change and guides the organization toward desired objectives. The study also revealed that leaders enacting change must play a major role in developing strategic goals for change management. This suggests that when change management is based on strategic goals, it typically succeeds.

The study has shown that organizational culture has a substantial impact on strategic change management. This result supports a study by Asleh (2016) that claimed organizational culture has a substantial impact on how well strategic change management functions in organizations. This is especially true in light of the numerous cultures and subcultures that exist in our rapidly evolving global society. This is the case because subcultures within an organization define informal processes and functions. Change initiatives within an organization may thus be hindered or wholly unsuccessful if a company fails to comprehend the motivations behind or needs of a particular subculture. The interviewees also identified staff communication as a significant barrier to strategic change processes' success. Communication concerns arise not just as a result of cultural

differences but also from some technical problems that overlap with the language that is frequently used to describe strategic change plans and their methods. For the strategy shift to be implemented successfully, it was believed that communicating the necessity and justification for the change was essential. Finding a realistic balance between the project's strategic goals and the necessary resources that are accessible within the Ministry's capability is the foundation for defining realistic goals, according to the study's findings. It is important to keep the objectives for strategic change at levels that are both reasonable and attainable.

5.3 Conclusion

The study found that employee attitudes had a big impact on how change management was handled. The findings of this study suggest that employee attitudes can improve organizational strategic change management. A company's strategic change management approach depends on each employee's emotions, cognition, and good communication skills. This study also demonstrated that leadership has a substantial impact on strategic change management. According to the study's findings, the ability of leaders to create an environment that supports change, set goals for change management, create change plans, and implement those plans, as well as their ability to do so, all help organizations undergo effective strategic change. This study has proven that organizational culture has a substantial impact on strategic change management. According to the findings of this study, organizational sub-culture plays a critical role in improving strategic change management within a company. The study came to the additional conclusion that clear goals and effective goal-setting are essential for the successful implementation of strategic transformation.

5.4 Recommendations

The Government of Namibia should conduct organizational diagnosis through the Ministry of Labour, Industrial Relations and Employment Creation in order to institutionalize change techniques in the public sector, according to the findings. The public sector's organizational structure should be firmly rooted in strategic change management techniques. The public sector should treat each aspect influencing change management techniques as a temporary fix. Strategic change planning needs to be

improved, as well as issues with employee motivation, change resistance, and public sector culture that obstruct the achievement of change goals. A rigorous annual strategic change management audit should be considered by the government as a way to improve their capabilities in managing change. These institutions ought to think about hiring expert consultants to assess the ability of their organizational structures to support change processes. Additionally, it was advised that the Ministry of Labour, Industrial Relations, and Employment Creation take the proper steps to address any issues that arise throughout the process of managing strategic transformation because of organizational culture. A sustainable change implementation strategy should be improved, competent managers should be hired, a system of employee empowerment and rewards should be implemented, job rotation should be improved, and organizational goals should be defined and reviewed. The report suggests that the Ministry support training in corporate governance, management development, and the allocation of more resources to the process of strategic management. Along with being actively engaged in establishing the objectives for strategic change management, the management should also be made aware of their organizational responsibilities, avoid political interference, and adhere to them.

The Ministry should also improve departmental objectives, establish an efficient feedback mechanism, hold interactive forums, keep an eye on strategic change communication media, evaluate them, embrace technology, place a strong emphasis on time management and employee networks, and hold regular meetings to raise awareness of the issue. These actions will help improve communication. Effective communication, involving all relevant parties, providing resources to assist the process, creating a timely feedback period, monitoring the process, and evaluating it are all ways that the Ministry can improve tactical feedback. The study advises the use of additional strategies to reduce employee resistance, such as including every employee in the decision-making process to enable identification with the necessity of and knowledge of the strategy's objectives. If a few key resistors are identified, this would also help the negotiation process. Additionally, information gathered during implementation can be utilized to increase support for a strategy that is working or to redirect resources toward executing a strategy that is not performing as expected. According to the report, managers should encourage a changing culture in their firms while ensuring that all employees are involved in the change process and that it is communicated effectively, regularly, and through a variety

of channels. Incorporating the change programs into the organizational culture will help the management create a culture that supports change. This would support efficient change management and execution. According to the study, firms should concentrate on choosing the appropriate course of action for strategic change management.

5.5 Areas of further studies

Another study that should be carried out in other Ministries can be advised because this one concentrated on the factors influencing the Ministry of Labour, Industrial Relations and Employment Creation in Windhoek as it implements a strategy transformation. The researcher suggested additional research to be done in examining the difficulties in implementing strategic changes among Namibian private firms.

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Appendix 1: Interview Guide

Interview guide on

**AN INVESTIGATION INTO THE FACTORS AFFECTING STRATEGIC CHANGE
IN THE MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND
EMPLOYMENT CREATION, NAMIBIA**

Dear Sir/Madam,

I am conducting a research concerning “Factors Affecting Strategic change” as a part of my requirement to complete my MASTERS IN HUMAN RESOURCES MANAGEMENT. I respectfully ask for your permission to give the interview a few minutes in order to enlist your help in this matter. Please answer each query in the context of your own understanding. The decision to reveal your identity is entirely up to you, and you can be assured that it will be kept private. You may inquire further if you would like.

Thank You for Your Help

Veneranda Kandekeleni Sheehama

SECTION A: DEMOGRAPHIC PROFILES

Your response will be treated with confidence. Please provide your response to each question below.

Please complete the following questionnaires by ticking the following appropriate box

1.1 Choose the gender

Male	
Female	

1.2 Choose the age group

Below 21	
21-30	
31-40	
41-50	
51-60	

1.3 Highest level of education attained

Higher Level Certificate	
Diploma	
Honors Degree	
Master's Degree	

1.4 Which department are you serving in?.....

**SECTION B: SEMI-STRUCTURED INTERVIEW DIRECTED TO THE
MINISTRY OF MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND
EMPLOYMENT CREATION.**

1.5 Did the managements communicate the proposed strategic change to the entire staff members before the implementation took place?

1.6 What are the variables influencing the execution of strategic change in the Ministry of Labour, Industrial Relation and Employment Creation?

1.7 What are the issues/challenges the Ministry of Labour, Industrial Relations and Employment creation faces in the implementation of strategic change?

a) Why do you think that those challenges exist?

b) How do you think that those challenges can be addressed?


1.8 What are the best tactics for enhancing the Execution of strategic change in the Ministry of Labour, Industrial Relations and Employment creation?

Comments..

.....
.....
.....
.....
.....

Thank you for your cooperation.

Appendix 2: Clearance letter

	NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY Faculty of Management Sciences Department of Management	13 Jackson Kaujeua Street Private Bag 13388 Windhoek NAMIBIA	T: +264 61 207 2220 F: +264 61 207 9220 E: dml@nust.na W: www.nust.na
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TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: LETTER OF RECOMMENDATION FOR ACADEMIC RESEARCH

Namibia University of Science and Technology avail its compliments to your esteemed organization and would like to avail the following to your kind attention that:

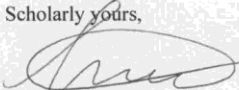
Ms Veneranda Sheehama student number: **200910329** is a Master of Human Resources Management student studying at Namibia University of Science and Technology. The student has chosen to undertake a research project in your esteemed organization as a partial fulfilment for the requirements of her master's degree programme. She intends to carry out research on:

“An investigation into the factors affecting strategic change in the Ministry of Labour, Industrial Relations and Employment Creation, Namibia.”.


On behalf of the Department of Management, I humbly request your good offices to assist the bearer in enhancing her academic endeavors. I wish to assure you that the information/data provided from your offices will only be for academic purposes and in strict confidence, as she will be using statistical averages.

I thank you in advance for your usual cooperation. Please be assured of my highest consideration.

Scholarly yours,



Prof Asa. R. Asa
Head of Department
Department of Management
T: 061 207 2209
E: aasa@nust.na

	NAMIBIA UNIVERSITY OF SCIENCE AND TECHNOLOGY	P/Bag 13388 Windhoek NAMIBIA
2022 -09- 02		
DEPARTMENT OF MANAGEMENT		

Appendix 3: Ethical Approval letter



REPUBLIC OF NAMIBIA

MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND EMPLOYMENT CREATION

Tel.: (061) 206 6111

Fax: (061) 212 323

Enquiries: M. Hamunyela

E-mail: Mirjam.Hamunyela@mol.gov.na

Private Bag 19005
32 Mercedes Street
Khomasdal
WINDHOEK

28 September 2022

Ms. Veneranda K. SHEEHAMA
PO Box 15379
OSHAKATI

Dear Ms. Sheehama

RE: ETHICAL APPROVAL LETTER FOR CONDUCTING STUDY RESEARCH

1. This is to refer to your letter of 28th instant, regarding the request for conducting research, towards a Master of Human Resource Management.
2. This is further to inform you that your request has been considered favourably. Therefore, permission is hereby granted for you to interview staff members within the Office of the Labour Commissioner, Planning and Administration Division and Labour Services Directorate.
3. It is trusted and hope that the above would suffice.

Yours sincerely

LYDIA H. INDOMBO
ACTING EXECUTIVE DIRECTOR



All official correspondence must be addressed to the Executive Director

ACET Consultancy
Anenyasha Communication, Editing and Training
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8 March 2023

To whom it may concern

LANGUAGE EDITING – VENERANDA KANDEKELENI SHEEHAMA

This letter serves to confirm that a **MASTER IN HUMAN RESOURCES MANAGEMENT** thesis entitled ***AN INVESTIGATION INTO THE FACTORS AFFECTING STRATEGIC CHANGE IN THE MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND EMPLOYMENT CREATION, NAMIBIA*** by VENERANDA KANDEKELENI SHEEHAMA was submitted to me for language editing.

The thesis was professionally edited and track changes and suggestions were made in the document. The research content or the author's intentions were not altered during the editing process and the author has the authority to accept or reject my suggestions.

Yours faithfully



DR NELSON MLAMBO
PhD in English
M.A. in Intercultural Communication
M.A. in English
B. A. Special Honours in English – First class
B. A. English & Linguistics