Exploring the Relationship between Culture Change, Kurt Lewin's Model of Change, Employee Behaviour and Employee Performance in South African State owned Enterprises: The Case of Transnet Property Division

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Abstract: *The study was aimed at eexploring the relationship between culture change, Kurt Lewin's model of change management, employee behaviour and employee performance in South African State owned Enterprise in the context of Transnet Property Division. The study followed a quantitative approach whereby out of 90 selected managers and employees using the simple random sampling method, 72 responded to the questionnaires. Findings indicated that South African state-owned enterprises in the context of Transnet Property Division lacked supportive cultures to improve business performance. Findings confirmed that Kurt Lewin's Change Management strategy from a theoretical and practical perspective was a possible tool for improving business performance in compliance with participative management approaches. This was based on its characteristics associated with encouraging total involvement of employees in decision making during the organisational change process.*

Keywords: culture change, employee behaviour, employee performance, State owned Enterprises, business performance

1. Introduction

There is evidence according to research that organisational culture has some particular components that have an effect of increasing sustainability based on effectiveness (Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2). While many studies like Mills, Dye and Mills, 2009) believe that enhancement in organisational performance has a huge contribution to the enhancement of employee commitment, others argue thatvalues, norms and objectives of the organisation focus more on contributing towards the culture of a particular organization (Wallach's; 1983).

Although it has been found out that most employees spend a lot of their time in the organizations they work for, Geert Hofstede (2011) is of the idea that cultural differences are mostly found on levels of values. In other words, organisational culture is one of the most crucial variables that have an impact on organisational performance. The purpose of this study is to examine the impact of organisational culture on business performance in the South African government parastatals with special reference to Transnet State-Owned Company under Transnet property division with the intention of solving challenges associated with poor business performance.

These State-owned enterprises (SOEs) including Transnet property Division are currently criticized for being inefficient and underperforming. Greater part of the research done associates this poor performance with political interference in these enterprises (Corrigan, 2014). While other researchers like Loopoo, and van Wyk (2013) believe that profit motives and market competition are also factors associated with underperformance, poor corporate governance also bears historical trends of adversely affecting State owned interposes (Ahunwan, 2003).

Although Privatization of State owned companies has constantly been one of the suggested solutions (Shirley, 1999), it has also been suggested that the status of organizational culture of the individual companies must be investigated and appropriate organization cultural change strategies be implemented for performance enhancement.

According to the South African Companies Act 34, public-sector corporations are expected to implement the Protocol on Corporate Governance Department of Public Enterprises Pretoria, 2002).State-owned companies(SOCs) comprise of public entities whose financial activities are controlled by the PublicFinanceManagementActof1998 (PFMA) which stipulates that these companies are intended to not only generate profits but also declare dividends while autonomy and power are also granted (Department of Public Enterprises Pretoria, 2002). It is this legal framework that also contributes to the status of organizational cultures and business performance of these State-Owned Companies.

This chapter starts by providing the background of the study, followed by stating the research objectives. The theoretical framework to be discussed is to give room for practical recommendations and further studies.
Background to the study

2. Overview of the Theoretical Context

Research agrees that any practices inclined to organizational change and organizational culturechanges call for a manager with relevant levels of understanding and proper knowledge of change management models and processes (Blomqvist, 2017; Khanye, 2017:6). This idea comes after an observation made by other researchers that there are other managers inmany organizations that are still using hierarchical models

of culture change characterized by top-down approaches. (Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2). In other words, they are still applying power –coercive strategies of change to instill fear among the employees as a strategy of initiating change. Research indicates that such non-collaborative approaches to change management practices disrupt business performance (Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2). Unlike Khanye, 2017 who conducted a similar study by examining several change management models, this study is underpinned by Kurt Lewin's culture change management theory which has been realised to be a common model used in many South African companies. According to Khanye, (2017), Blomqvist, (2017) and Creasy, (2007), Kurt Lewin's Change Management Theory is suitable for groups and organisational change. In stating this opinion, it is not known whether or not this researcher, was associating this model with the following characteristics and attributes which are assumed to boost business performance (Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007):

- Eliminating hierarchical structures.
- Team building
- Collaborative relationships and democratic approaches to decision making
- Mobilising trust and empowerment among employees and employer

In the context of this study, this theoretical overview is necessary to give proper direction and guidance to the study. In this case, the theoretical framework is within culture change management principles and practices. The following definitional overview briefly unpacks the meanings of the key variables for better understanding of the context of the study.

3. Definitional Overview

Culture definition

According to the study made by Musundire (2015), many researchers have made vast contributions in terms of reflecting the need to create and develop organizational cultures whose purpose is to promote the performance of high quality among employees. The same researcher linked his findings to Smit, Cronje, Brevis and Vrb**a** (2011:438) who have the same notion that one of the most important roles of an organizational manager is to create a healthy working environment that makes one quickly adapt to various changes in an organization for performance improvement and organizational stability. According to Musundire (2015), culture represents mental attributes that enable one member of a group to be distinguished from the other. There are sometimes noted controversies by many authors regarding the definition of culture. Musundire (2015) realizes that the term culture is often referred to such terms as "atmosphere", "tone", "climate" or "ethos" (Stoner, Freeman & Gilbert, 1995; Owens, 1995:98). However, Morgan and Murtgatroyd (1994:65-66) refer to culture as the rules, and values that hold the organization together. Many authors generally feel that Organizational culture involves shared values, work-related ethics and beliefs, which guides and controls the way people in an organization behave (Morgan and Murtgatroyd (1994:65-66)

Business Performance

Having realized that the main aim of the most profit-making organizations is that of increasing revenues and accumulating as much profit as possible, many researchers view business performance as aligned to organizational effectiveness whereby the performance is evaluated according to the extent to which these organizational goals are being achieved (Dye and Mills, 2009). In other words, organizational performance is determined by the level of employee performance in the context of this study. This means that an employee's commitment and attitude and behaviour towards work is assumed to be related to increased performance. Having briefly given an overview of the terms organizational culture and business performance, the next section relates the two variables to identify open gaps as a way of coming up with possible strategies of closing them.

Overview of Culture change and employee performance in the context of the ends-means-effect model

Goodlad, (1975) designed an ends-means-effect relationship model which stipulates the relationship between organizational change and employee behavior and employee performance. According to the ends-means relationship conventional model the focus is on the relationship between culture of the organization, employee behavior and employee performance, as advocated by John I. Goodlad, as illustrated by the diagram below:

Figure 1. Culture of the organization,
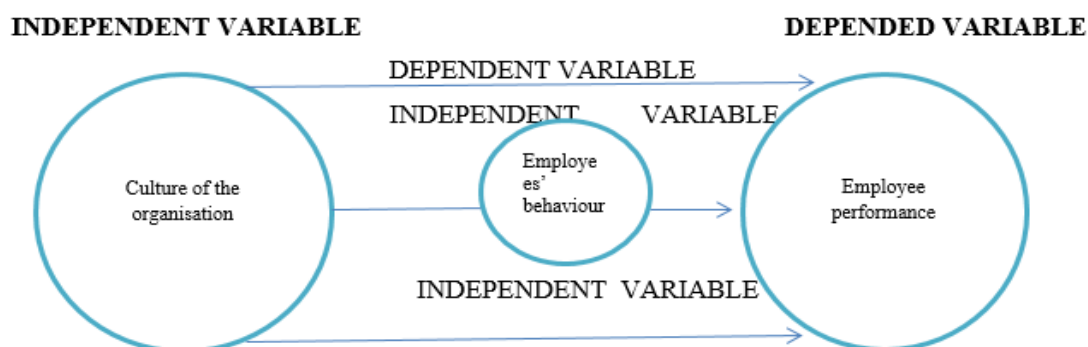
Dependent Variable
Figure 1: Adapted from John I. Goodlad, The Dynamics of Educational Change (New York: McGraw- Hill Book Company, 1975: 113).

Although this model was mostly applied in school organizations, it is however used by many business researchers as a means of initiating cultural change in many business organizations as well as establishing organizational behaviours among employees in terms of values and attitude while focusing on performance improvement as the outcome. In line with the above diagram in the context of this study, the dependent variable is illustrated by the culture of the organization, the independent variables comprise of the employees' work-related behavior and employee performance. The purpose of applying the Conventional Model in the context of this study is to examine the ends-means relationships focusing on organizational culture, employee behavior and employee's standards of performance. This is done with a hope that the application of this model will enable the researcher to establish challenges and create opportunities among school managers to apply proper change and performance management strategies where change is always associated with resistance (From John I. Goodlad, The Dynamics of Educational Change (New York: McGraw- Hill Book Company, 1975: 113). This study is intended to firstly apply the same model to examine the same relationship in the context of Transnet

Company. Close analysis of figure one is, however, indicating three possible associations (organizational culture, employee behaviour and employee performance). This study also finds an open gap between culture and employee behaviour where a strategy for influencing employee behaviour should fit in. In a study entitled "Vertical versus shared leadership as predictors of the effectiveness of change management teams" Pearce and Sims (2002) found that majority of the managers did not know the difference and similarities between bureaucratic change management strategies and participative approaches to culture change approaches. What they found happening in most business organizations were power –coercive strategies of change while consultative and participatory approaches were hardly practiced. To fill this gap, this study adopts and extends the ends-means relationships model by adding the term "change´ to make it "culture change" as the dependent variable. This is followed by further placement of an additional independent variable in between culture change of the organization and employee's behavior with the intention of examining possible innovative strategies for effective implementation of change management strategies. This extra variable is Kurt Lewin's culture change model whose principles and practices should be examined in line with need for culture change, employee behavioral changes and employee performanceas illustrated in the following diagram:
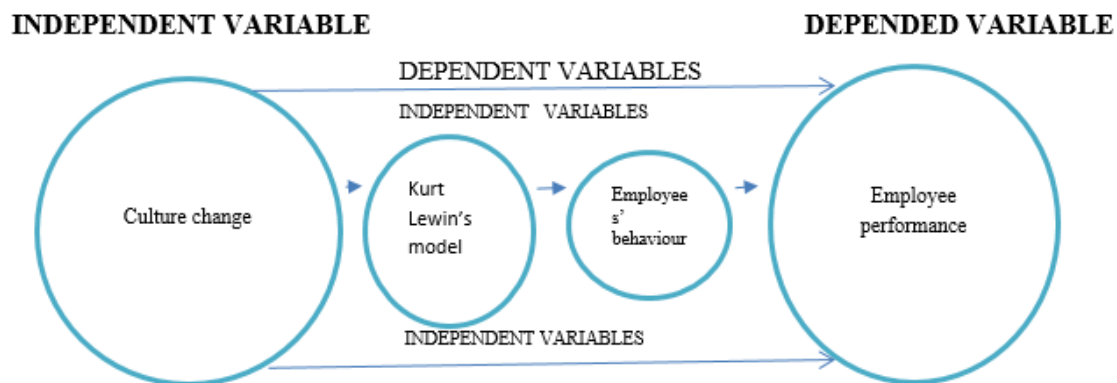

Figure 2: Culture change

Dependent Variable
In other words, the model is looking into the relationship between culture change, Lewin's change strategies, employee behaviour and employee performance as a possible approach to contribute to theoretical and practical practices of enhancing organisational culture and business performance. As highlighted before, Lewin's change model has been chosen on because it is the commonly applied strategy in many South African organisations.

Basing on the above discussions, one may ask the reason why this research puts more effort into strategizing the above ends-means relationships. Of what significance are they to the study? The above discussions have been prompted by the current business performance challenges faced by Transnet, one of the State Owned enterprises in South Africa as highlighted before. The following section puts this research into context with special reference to the

Transnet business perspective starting from a historical perspective

History & overview Transnet state owned company (SOC) Ltd
According to Pillay (2006: 14) Transnet's vision is to become a world-class logistics service provider in South Africa. To do this, Transnet aims to improve the capacity within the ports, and to upgrade and develop facilities to meet the growing demands of the economy, whilst contributing to lowering the costs of doing business in South Africa. Transnet has always operated as a parastatal in the past. Its objectives have been job creation, business sustainability and continuity. Transnet is currently undergoing an organization wide restructuring process with the view to streamlining its various core businesses to maximize wealth and profitability. Transnet's client's benchmarks its services to an international standard. Transnet has invested billions of Rands in the past to achieve

its vision and meeting client expectations. Poor investment choices in the past have brought ports to a state where they have a brilliant infrastructure, but a limited growth opportunity and operating assets to support development. Transnet needs to shift paradigms, so that investments are managed through projects that will align with business goals, thereby realizing the business vision, CEO of Transnet Group, Maria Ramos (Protekon News, 2005). The management dilemma is that Transnet has committed R 65 billion to projects in the hope of developing its core businesses to that of world-class standards as a logistics service provider in South Africa. Transnet's capital project division, Protekon, is by and largely responsible for managing the projects committed to this R 65bn capital an Investigation into the Criteria for Project Success within Transnet Page 15 of 133 expenditures. However, Transnet's perception of Proteko's change management abilities is very poor. This lack of confidence and a perception of project failure often retards the project selection and award, the commitment of funds and by extension Transnet's commitment of delivery to its customers.

Transnet recognizes the relationship between culture and performance as such Transnet has established policies to support its values through Transnet's Performance Management Policy which is guided and aligned to the South African Companies Act,34, the Public Finance Management Act (PFMA) and the Protocol of Corporate Governance in the Public Sector.37 aimed at customizing support Transnet's efforts to ensure sustainable performance that will set us apart as a service provider and motivate individual employees to contribute accordingly towards that objective(Naidoo, 2009; Tricker, 2011;Department of Public Enterprises Pretoria, 2002); Performance management at Transnet is aimed at ensuring that Transnet achieves its strategic and business objectives and executes its strategy effectively through enabling a continuous performance improvement culture and encouraging the achievement of stretch targets (Transnet SOC, 2011).

Although Transnet has adopted excellent values it remains challenged with culture change to meet the needs of the modern day business. Transnet property as a specialist unit to Transnet SOC Ltd is challenged with the growth in the property industry with more and more private companies developing new properties for leasing and sales and thus losing its competitive advantage as the second largest property owner in South Africa after the Department of Public Works. This competitive advantage challenge arises from various factors that include poor service to its customers due to the culture that dominates in the company (Transnet SOC, 204). According to Transnet property CE (2015) bad cultural behavior negatively impacts on the organization ability to compete nationally and internationally with other competing organizations. It sets to demoralize employees that are performing in the organizations and creates a lot of doubt to many employees regarding the organizations future and their career future which results in poor performance.

Problem Statement
According to Alydin and Ceylan (2009), an effective organizational can be described and organization that

provides its employees, satisfaction, commitment and customer orientation to all its employees. Ahmed and Shafiq (2014), argues that an organization which offers its employees rewards as part of the motivation will increase employee performance and organizational performance. Martins (2003) highlights that organizational culture helps to establish a stable organization including the community of South Africa as a nation.In view of the above arguments and beliefs, it shows that most researchers in the South African context in trying to solve the same problem have focused more on performance management and organisational culture forgetting that organisational change is necessary to move from the old way of doing things to a new way of doing things using culture and its values, philosophy to guide the employee behaviour in the organisation towards greater success, this indicates that there is currently a gap between organisational culture, change and organisational performance. In order to close this gap, this study examines the link between organisational culture and performance management by critically analysing the impact of organisational culture on business performance with an intention of developing theoretical and practical strategies that ensure a strong organisational culture for effective business performance. It is therefore very imperative that we conduct a research about the impact that organizational culture has on the performance of the organization in our South African government parastatals hence the following is the aim of the study is as follows:

Aim: The aim of the research is to investigate the impact of organisational Culture on Business performance to resolve challenges associated with performance of Business, further theoretical, practical and recommendations are to be provided to enhance business performance in Transnet Property division within Transnet SOC Ltd organization in South Africa

Organizational culture and performance
The aim of this section to review the link between the organization culture and performance. According to research by (Organo and Harris, 2000; Rousseau 1990), there is an existing link between organizational culture and business performance which has been analyzed by various researchers. Several studies have been conducted regarding the relationship between business performance and the culture type that exists, this generally comes from the understanding that certain cultures might have an influence on one's business performance. Literatures reveals to us that strong culture can motivates lazy employees to work harder whilst weak culture can demotivate excellent employees, thus negatively affecting employee's performance and that of the organization, according to research by Ovid (2005), organizational culture has a direct relationship with organizational performance hence it is crucial for managers to understand the type of culture that exist and its impact on business performance in order to make the right decisions about changing culture to suit their performance desires. Further he argues that the culture can never be ignored when an organization is dealing with matters relating relationship management, change management, and selecting the appropriate leadership of an organization due to the knowledge that organisational culture has a crucial and

measurable impact on the business ability to adapt to new strategies

A strong culture is considered to be the one which allows employees to work together effectively and efficiently, in this instance employees share common core values that helps them to make common decisions that will promoteorganisational growth end effectiveness in archiving its goals and objects. This culture type will guide employees on how to deal with customers in providing them with excellent services regardless of the geographic location they may be in.

Culture changes and employee performance
Establishing the impact of organizational culture on business performance in terms of employee work attitude and behavior

2.7.1 Culture types
According to the study performed by Wallach's (1983), he identified three dimensions of cultural index profiles:

- Bureaucratic;

- Innovative; and
- Supportive

The table below illustrates the three-dimension levels of culture in relation to the core values of organisational culture. Each organizational culture type is characterized by a certain type of competing values, which in turn describe the environment of Human Resource Management (HRM)

Table 1

Organizational culture dimensions by E. Wallach	Core values of the Organizational culture (HRM environment)
Bureaucratic	Efficiency, results orientation, stability, power, control, loyalty, competition
Innovative	Personal creative freedom, orientation towards change, innovation, risk
Supportive	Unity ("we" consciousness), team, loyalty, mutual respect, trust, trust in tradition

Denison (1990) followed by classifying culture into for hypothesis according to his model

Figure 3: Classification of culture

The above model is based on four cultural traits which are identified and have shown influence on organisational performance (Denison, 1990). These cultural traits include involvement, consistency, adaptability and mission.

Involvement
Organizations that demonstrate involvement sets themselves apart from other organizations by the level of responsibility they show. This character turns to show more commitment on the organization at large. In this kind of work environment employees are empowered to make certain decisions based on the approved framework for the delegation of authority and they will know when to escalate matters that are above their delegation. Employees are encouraged to work in teams to achieve their goals and further, organizations with involvement make use of training to empower their employees and upskill them to perform their job functions better.

Consistency
Consistency is the master of integration, coordination and control. Consistency assists organization set up standards and operating procedures including proper governance and control systems. It promotes common values that support managers and employees in guiding decision making through the company. Consistency makes it easy for employees to align their work to organisational goals and objective, further, it creates awareness between employees in understanding that their work impact on them as much as others will impact on them, and therefore it encourages employees to always do their level best expecting the same level of effort from other colleagues

Adaptability
Systems of norms that will organization to interpret signals from external environment and promote internal behavior

changes that improve the chances of survival, adaptability enables the organization to develop the capacity to restructure and deinstitutionalize a set of behaviors and processes that will enable the organization to adapt to new changes.

Mission
The mission statement is an important that shares the definition of the organisational function and its purpose. It sets to provide direction and organisational goals.

Based on the above classifications by the different Authors. It can be concluded that even though Authors have described the culture types differently, they remain to have the similar elements. For the purpose of this research the framework developed by Wallach will be used to identify the most dominant culture at Transnet property.

Examining the impact of organizational culture change through the implementation of Kurt Lewin's Change Management strategieson business performance in terms of employees work attitude and behavior

Many researchers made an analysis that in any organization, there are basically two forces of change forces for change that operate in opposition (Armenakis & Harris, 2009). These are called driving forces and restraining forces. Where there is no change, the state of affairs in an organization is said to be in equilibrium. Where one of the forces is weakened or totally removed, change occurs (Glensor, 2010; Armenakis & Harris, 2009). This is where sometimes resistance of employees is experienced when some of these changes take place. In many organisations including those in South Africa (Armenakis & Harris, 2009; Glensor, 2010) many studies agree that identifying restraining forces and driving forces as well as overcoming resistance to change is not an easy process. In responses to this situation, Kurt Lewin created a change management model that is currently being implemented in many organisations today. Even many organisations in South Africa are making use of this model hence this study examinesthe impact of the force field analysis of Kurt Lewin's upon the organisational culture change organizational performance in terms of work attitude and behaviour (Steiner, 2001; Glensor, 2010; Armenakis & Harris, 2009; Mills, Dye and Mills, 2009 :42; Kanye, 2017).

Implication of Lewin's Change Management Model on organisational performance

One of the important theories when it comes to understanding organizational change and change management is Lewin´s 3-step model for change. According to (Mills, Dye and Mills, 2009 :42), research found out that the major problem with most organizations is buildup permanent change sothat workers are not tempted to back to their old habits of work-related behaviors but adopt new habits that must be firmly implanted within. To maintain this level, Mills, Dye and Mills (2009, p.42-43) mentions that according to Lewin's change model, change in any organization, two different driving forces as mentioned above are identified. To elaborate the previous view, there are those forces that that are internally driven (from a person's own needs) and those imposed or induced by the environment. From that framework, Lewin was strongly motivated to inquisitively find possible solutions geared towards acquiring a permanent change by adopting a 3-step model (Mills, Dye &Mills, 2009, p.47, Mills, p.47; Regenesys, 2015; Khanye, 2018)). The intention of the three step model was to initiate a process thatthat address motivation, and promote permanent organizational change (McLean Bourda, 2013 p.7). This change management model was created in the 1950s by psychologist Kurt Lewin. Lewin noted that the majority of people tend to prefer and operate within certain zones of safety. He recognized three stages of change. Lewin's model is referred to as Unfreeze – Change – Refreeze(Mills, Dye & Mills, 2009, p.47, Khanye, 2017). Lewin uses an example of an ice block where its shape can change by unfreezing the ice block, then change the shape whilst it's in an unfrozen state, then refreeze the ice block so as to maintain the new shape of the ice block (Mills, Dye & Mills, 2009, p.47; Regenesys, 2015). The implication for organization is that the freezing stage allows the organization to minimize existing forces and or current operations (Mills, Dye & Mills, 2009, p.47). This builds up a strong ground for the implementation of change. The expected change is then implemented during the frozen stage where it is hoped that all the forces that are existing are at their minimal level of operation (Mills, Dye & Mills, 2009, p.47; Regenesys, 2015). The refreezing is stage of changing the refrozen through the melting stage up to the building of a strong ice-block whereby reinforcement efforts of all the changes which have been implemented through introduced new policies, new organizational operations and new organizational structures are put in place (Mills, Dye & Mills, 2009, p.47; Regenesys, 2015). The implication for organizations on conditions that signs for change are visible or dictated, operations must be frozen while evaluation of necessary changes are done to boost performance. Identified changes are implemented followed by concretizing operations and changes on a refreezing stage through policies and organizational structures and operations (Mills, Dye & Mills, 2009, p.47; Regenesys, 2015; Khanye, 2018). The following are the stages of Kurt Lewin's culture change management modelMills, Dye & Mills, 2009, p.47; Regenesys, 2015; Khanye, 2018):

1) Unfreeze – Most people in any form of an organisation are most likely to resist to change. Lewin under such calls for an unfreezing process by way of (Blomqvist, 2017; Creasy, 2007, p. 2; prosci.com, 2017; Alpernand Aguirre, 2014 p.1).Mills, Dye and Mills (2009, p.47-48) mentionthat there is need at this stage to communicate convincingly the reason why the old ways of doing things are no longer acceptable and they have to accept new values, beliefs, attitudes and behaviors. (Mills, Dye and Mills, 2009, p.47-48)

2) Transition (Change) – Once change is initiated, the company moves into a transition period, which may last for some time. Adequate leadership and reassurance is necessary for the process to be successful. (Mills, Dye and Mills, 2009, p.47-49; (McLean Bourda, 2013 p.6). It is hoped that at this stage, the employees in the organizations will start to accept, and believe in the new changes and thereby act accordingly (Mills, Dye and

Mills, 2009, p.47-49; (McLean Bourda, 2013 p.6; McLean Bourda, 2013 p.6). The workers are also expected to be part of initiating the new changes (Mills, Dye and Mills, 2009, p.47-48). In the change stage, it is expected that that the organization takes a strong initiation in promoting effective communications aimed at fully supporting the workers to adoptthe new ways of new work-relatedvalues, attitudes and behaviors (Mills, Dye & Mills, 2009, p.47; Regenesys, 2015; Khanye, 2018). The following are the stages of Kurt Lewin's culture change management model Mills, Dye & Mills, 2009, p.47; Regenesys, 2015; Khanye, 2018).

3) Refreeze – This stage involves those activities whereby change has been successfully accepted for implementation and the organisation regains stability again as the staff refreezes under new changes and guidelines. Motivation in the form of rewards as well as acknowledgement become tools of re-enforcing change. The Re-freeze stage is crucial for not letting people get back to their old habits but continuing with the new ways of doing things (Mills, Dye and Mills, 2009, p.47-49). In this stage is also still important to monitored that people does not fall in to their old habits and be aware of any indications of problems and solving them as and if they were to happen. (Mills, Dye and Mills, 2009, p.47-49 ;)(McLean Bourda, 2013 p.6).

Writing and structuring a theory can be one while implementation of another thing. Although theoretical principles and practices are smoothly structured in an orderly manner above, implementation is always a challenge (Glensor, 2010, Kanye, 2018). In the context of this study, a model can be implemented in any form that suites the managers no matter the model invites participation and total involvement of employees and employers in decision making or not. There is an assumption according to literature that autocracy and top down approaches invite resistance to change resulting in disrupting of organizational performance (Mills, Dye & Mills, 2009, p.47; Regenesys, 2015; Khanye, 2018)

4. Research Design and Methodology

This study firstly explores the relationship between such variables as culture change, employee's behaviour and employee performance. This is followed by examining the relationship of another set of variables namely change culture,Lewis's Change management model, employees' behaviour and employee performance. This indicates that is in the perspective of quantitative epistemologies.

Research design
This study is aimed at establishing the relationship of the following sets of variables:
- Culture of the organization, employee's behavior and employee performance
- Culture change, Kurt Lewin's model, employee's behavior and employee performance

Critical analysis of the above research highlighted designs indicate that the Correlational Design is suitable for this study since its main focus is on establishing relationship of

variables without relating to cause and effect (Neuman, & Neuman, 2006). The design will therefore assist in evaluating and understanding the impact of organizational culture on business at Transnet property as an organization and also come up with innovative strategies to improve business performance

Strategy/methods
As highlighted before in the previous sections, this study is making use of the quantitative method taking into consideration that numerical and statistical calculations are going to be done in order to test hypothesis. The nature of the research question in this study was only suitable for the quantitative method unlike the qualitative approach.

Data Collection Technique
This study used a questionnaire as a data collection technique. A questionnaire is a formal document containing survey questions that are supposed to be answered as part of the research process by selected respondents in a study (Saunders et al, 2016). The reason for choosing the questionnaire in this study is that it covers a wide geographical area, complies to research ethics by providing guarantee to anonymity, there is a high level of reliability, saves time and reduces expenses (McMillan & Schumacher, 2010 :395 ;Saunders et al, 2016). This study made use of both hand delivered and emailed questionnaires since most of the respondents are in the same organization.

Reliability and validity
Reliability refers to the extent to which the same research instrument in a survey produce the same results with consistence(McMillan & Schumacher, 2010:395). This study used the Cronbach Alpha score to check for reliability. This is a method that uses statistical calculation using the SSP software whereby the researchers can find an objective way of measuring the internal consistency reliability of an instrument (Cronbach, 1951:297). In this study, the researcher had to consult experts (professional statisticians) during the instrument development process to improve validity. Secondly, a pilot study was conducted as indicated below:

A Pilot study
In this study, pre-testing in form of a pilot study was done by means of selecting a small random sample. Researchers claim that a pilot study should be conducted by making use of a selected a sample of individuals from a population similar to that from which you plan to draw your research subjects (Saunders et al, 2016; McMillan & Schumacher, 2010:395).

Sampling
A sample is defined as a representation of the target population (Saunders et al, 2012).This study used the Simple randomizing sampling method because of firstly because the study is quantitative. The study also took advantage of a situation where by each of the population or subject members in the sample is included purely by chance and also that each and that every member of the same population must stand an equal chance of being selected in the sample (Saunders et al, Lincoln & Guba, 2000, Khanye, 2018).

Data collection
After testing for validity and reliability and relevant adjustments made, questionnaires were distributed to the

participants by means of Hand delivering and emails. The participants had no problems in completing the questionnaires during working our without interfere ring with their performance. The researcher collected the hand delivered questionnaires manually while some responded through emails. A total of 90 questionnaires were distributed and 72 were successfully collected back from the field.

Data analysis
By means of the SPSS (Statistical Package for Social Science), this study used descriptive statistics in the form of graphs and pie charts to analyze demographic information. The descriptive statistics in the form of mean and standard deviation and frequency tables were used to assist in describing the central tendency. Use of custom tables also assisted in summarizing data. For establishing relationships between organizational cultures, and organizational performance, hypothesis testing was done using the Chi-Square (x^2). In order to measure construct validity, exploratory factor analysis was performed using the

5. Data Analysis

Introduction
This chapter is aligned to the research question, aims and objectives as highlighted in chapter one as well Literature review in chapter 2. The data analysis follows the application of descriptive (Graphs, pie charts and frequency tables) and inferential statistics (chi-square and correlation coefficient) (Rubin & Babbie, 2008) geared towards addressing the main question through the sub-problems. Out of 90 selected participants, 72 responded

Establishing the impact of organizational culture on business performance in terms of employee work attitude and behavior from a general perspective

Correlation
The first stage of dealing with the first part of the objective was to establish the relationship and association between organizational culture based on the cultural traits and organizational performance from a general perspective

Using correlation coefficient, the following statement called hypothesis was tested:

There is no relationship between cultural traits on business performance in terms of employee work attitude and behavior

Table 2: Correlations

	Involvement: Allowing employees participate indecision making	Consistency: setting up standards and operating procedures including proper governance and control systems	Adaptability; Maintaining systems of norms that will organization to interpret signals from external environment and promote internal behavior changes that improves the chances of survival	Mission: an important that shares the definition of the organizational function and its purpose.
Involvement: Allowing employees participate in decision making	1	.954**	.932**	.874**
		0	0	0
	72	72	72	72
Consistency: setting up standards and operating procedures including proper governance and control systems	.954**	1	.933**	.880**
	0		0	0
	72	72	72	72
Adaptability; Maintaining systems of norms that will organization to interpret signals from external environment and promote internal behavior changes that improves the chances of survival	.932**	.933**	1	.819**
	0	0		0
	72	72	72	72
Mission: an important that shares the definition of the organizational function and its purpose. It sets to provide direction and organizational goals.	.874**	.880**	.819**	1
	0	0	0	
	72	72	72	72

**. Correlation is significant at the 0.01 level (2-tailed)

Findings in the correlation table above (Table 2) indicate that all variables are significant (P-value less than 0.05). This shows that there is a strong relationship between the paired variables. Basing on these results, the Null hypothesis is rejected meaning thatthere is a strong relationship between cultural traits on business performance in terms of employee work attitude and behavior.For example, the correlation between "Involvement: Allowing employees participate in decision making" and "Consistency: setting up standards and operating procedures including proper governance and control systems" is (R= 0.954). The correlation between "Involvement which allows employees participate in decision making" and "Adaptability; Maintaining systems of norms that will organization to interpret signals from external environment and promote internal behavior changes that improves the chances of survival" is (R=0.932). The correlation between "Involvement whereby employees are allowed to participate in decision making" and "Mission as an important aspect sharing the definition of the organizational function and its purpose is (R=874).

The implication of the findings means that under normal circumstances, if organizations ensure that all the highlighted culture traits are adopted and implemented there are great chances of increasing business performance in terms of employee work attitude and behavior. In other

word, there is confirmation according to the results that total involvement, consistency and mission play a significant role in determining level of business growth and sustainability. It is therefore necessary in the next section to determine to what extent the same Cultural Traits are being observed within the State owned enterprises with special reference to Transnet Enterprise in the next section by means of analyzing frequency tables.

Table 3: Determine Impact of the following cultural traits on business performance in terms of employee work attitude and behavior with special reference to Transnet:

- Involvement
- Consistency
- Adaptability
- Mission

Questions/Statements		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Standard Deviation
Involvement	Count	3	3	15	28	23	2.0972	1.03678
	Row N %	4.2%	4.2%	20.8%	38.9%	31.9%		
Consistency	Count	4	6	9	25	28	2.0694	1.16675
	Row N %	5.6%	8.3%	12.5%	34.7%	38.9%		
Adaptability	Count	0	5	9	28	30	1.8472	0.89851
	Row N %	0	6.9%	12.5%	38.9%	41.7%		
Mission	Count	2	2	14	26	28	1.9444	0.97704
	Row N %	2.8%	2.8%	19.4%	36.1%	38.9%		
	Average percentage	8.7%		16.3		75%		

Table 3 shows the mean and standard deviation for each item under the construct performance management. The mean values for the individual participants were used to measure the impact of cultural traits on business performance in terms of employee work attitude and behavior with special reference to Transnet. The values in Table 3 suggest that all items had a mean value below 3, which shows the level of disagreement. In response to the items above (Table 3), 75% of participants either disagreed/Strongly disagreed that that Transnet was currently the above cultural traits for improved business performance. An average of 16.3% of participants were undecided and 8.7% of participants strongly agreed/agreed that Transnet was currently positively practicing the following cultural traits for improved business performance.This results could be attributed to the fact that the Managers did not have a deeper understanding and knowledge of the roles of the aspects of Involvement, Consistency, Adaptability and Mission in improving business performance. Research has confirmed that the organizational cultural process regardless of any for culture portrait must avoid bureaucratic approaches when initiating any change in the organization Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2).. Such approaches are associated with disrupting employee empowerment and motivation (Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2).

Establishing the impact of the management cultural type of on performance employee work attitude and behavior and business performance with special reference to Transnet

In view of the above responses, to what extent do you agree or disagree that the following is a description of the management type of culture regarding employees' work attitude and behavior at Transnet?

Table 4: The impact of the management cultural type of on performance employee work attitude and behavior and business performance with special reference to Transnet

Questions/Statements		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Standard Deviation
Bureaucratic	Count	26	26	10	7	3	3.9167	1.12788
	Row N %	36.1%	36.1%	13.9%	9.7%	4.2%		
Innovative and supportive	Count	4	4	9	26	29	2.0000	1.12588
	Row N %	5.6%	5.6%	12.9%	36.1%	40.3%		

The mean values for the individual participants were used to measure the impact of the management cultural type on performance employee work attitude and behavior and business performance with special reference to Transnet. The mean value of Bureaucratic in Table 4 is above 3 (3.92), which shows the level of agreement. In response to Bureaucratic (Table 4.),the majority of the participants (72.2%) either agreed/Strongly agreed that bureaucratic was a description of the management CULTURE TYPE regarding employees' work attitude and behavior at Transnet. The mean value of Innovative and supportive in Table 4 is below 3 (2.00), which shows the level of disagreement. In response to innovative and supportive (Table 4),the majority of the participants (76.4%) either disagreed/Strongly disagreed that Innovative and supportive style was a description of the management CULTURE TYPE regarding employees' work attitude and behavior at Transnet. The implication is that the Bureaucratic type of culture prevailing within the Transnet organization is affecting business performance negatively. In other words, the results are confirming that a supportive culture type in any organization is a possible tool for enhancing employees' work attitude and behaviour for increased level of performance. The results also imply that there is a need to find a strategy that cultivates a supportive culture in organisations that are also experiencing organisational change management strategies that boost performance of workers. This is the reason why in the context of this study it was worth examining the impact of organizational culture change through the implementation of Kurt Lewin's Change

Management strategies on business performance in terms of employees work attitude and behavior in the nest section from a general perspective.

Correlation

The first stage involved establishing the relationship of the features and characteristics of Kurt Lewin's Change Management strategies and employees work attitude and behavior and business performance from a general perspective before contextualizing it in the Transnet Company.

Considering the above aspects, to what extent do you agree or disagree that the following features and characteristics of Kurt Lewin's Change Management strategies have a positive impact on employees work attitude and behavior and business performance from a general perspective

A Cross-tabulation will be used to test the following Null hypothesis:

There is no positive relationship betweenthe features and characteristics of Kurt Lewin's Change Management strategies and employees' work attitude and behavior and business performance from a general perspective

Table 5: Correlations

	Unfreeze: Management makes messages why the old way of doing things is no more acceptable in terms of values, beliefs, attitudes and behaviors	Change: In the change stage the company is very effective on promoting communications and supporting people to "welcome" the new ways of working and learn new values, attitudes and behaviors	Refreeze: Rewards and acknowledgement are used to re-enforce change. The Re-freeze stage is crucial for not letting people get back to their old habits but continuing with the new ways of doing things
Unfreeze: Management makes messages why the old way of doing things is no more acceptable in terms of values, beliefs, attitudes and behaviors	1	.922**	.921**
		.000	.000
	72	72	72
Change: In the change stage the company is very effective on promoting communications and supporting people to "welcome" the new ways of working and learn new values, attitudes and behaviors	.922**	1	.990**
	.000		.000
	72	72	72
Refreeze: Rewards and acknowledgement are used to re-enforce change. The Re-freeze stage is crucial for not letting people get back to their old habits but continuing with the new ways of doing things	.921**	.990**	1
	.000	.000	
	72	72	72

**. Correlation is significant at the 0.01 level (2-tailed).

Findings in the correlation table above (Table 5) indicate that all variables are significant (P-value less than 0.05). This shows that there is a strong relationship between the paired variables. For example, the correlation between "Unfreeze and "Change is (R= 0.922). The correlation "Unfreeze" and "Refreeze" is (R= 0.921). The correlation between "Change and "Re-freeze stage" is (R= 0.990). The null hypothesis is therefore rejected: There is a positive relationship betweenthe features and characteristics of Kurt Lewin's Change Management strategies and employees' work attitude and behavior and business performance from a general perspective.

The implication of the results is that under normal circumstances from a general perspective, implementation of Lewin's cultural change model can be a possible tool for creating a supportive culture effective enough to improve business performance. Basing on these findings, it was then necessary for this study toexamine effectiveness of Lewin's cultural change model in compliance to cultural traits for improved business performance in the context of Transnet by means of frequency tables in the following section following the following stages:
- Unfreeze
- Change

- Refreeze

To what extent do you agree or disagree that Lewin's cultural change model is being applied to complying with cultural traits for improved business performance in your organization (Transnet)?

Frequencies

Table 6: Unfreeze

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	4.2	4.2	4.2
	Agree	3	4.2	4.2	8.3
	Undecided	15	20.8	20.8	29.2
	Disagree	28	38.9	38.9	68.1
	Strongly Disagree	23	31.9	31.9	100.0
	Total	72	100.0	100.0	

Table 6 shows that the majority of the respondents represented by 38.9% (N=28) who disagreed and 31.9% (N=28) who strongly disagreed that Transnet was currently applying the Lewin's cultural change model whereby the Unfreezing stage is observed. This stage is associated with an important initial move of communicating messages by manager explaining s why the old way of doing things is no

more acceptable in terms of values, beliefs, attitudes and behaviors. The results confirm that there was no proper communication of needed changes between the employers and the employees as to convince evidently why traditional strategies were no longer working well for the organisation. Research also confirms that communication plays an important role for a supportive culture to ensure organisationl effectiveness (Mills, Dye and Mills, 2009).

Table 7: Change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	5.6	5.6	5.6
	Agree	6	8.3	8.3	13.9
	Undecided	9	12.5	12.5	26.4
	Disagree	25	34.7	34.7	61.1
	Strongly Disagree	28	38.9	38.9	100.0
	Total	72	100.0	100.0	

Table 7 Indicates that 38.9% (N=28) strongly disagreed and 34.7% (N=25) disagreed that Transnet was currently recognising Lewin 's second stage of the Change model: In the change stage the company is very effective on promoting communications and supporting people to "welcome" the new ways of working and learn new values, attitudes and behaviors. With special reference to Table 2, communication is still being emphasized as an important component of business success. The implication is that a supportive culture is not being enjoyed in this organization.

Table 8: Re-freeze

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	5	6.9	6.9	6.9
	Undecided	9	12.5	12.5	19.4
	Disagree	28	38.9	38.9	58.3
	Strongly Disagree	30	41.7	41.7	100.0
	Total	72	100.0	100.0	

In Table 8, the majority of the participants as represented by 41.7% (N=30) who strongly disagreed and 38.9% (N=28) who disagreed believe that Transnet does not currently practice this Re-freesing stage of Lewin's model of culture change. This is whereby rewards and acknowledgement are used to re-enforce any form of change. The Re-freeze stage is regarded as the most crucial stage for its role of not letting people get back to their old habits but continuing with the new ways of doing things.

Aanalysis of the results of table 6-8 indicate that from a general perspective, implementation of Lewin's cultural change model can be a possible tool for creating a supportive culture effective enough to improve business performance in many organisations. State owned enterprises including Transnet according to results can utilize Kurt Lewin's model as a Change Management to reinforce a supportive culture that can change employees'' behaviour and attitude towards improving their performance. Literature findings from a contradictory point of view have alluded that there are still other researchers that associated have adopted the model but mis-intepreted it in such a way that its implementation follows an autocratic and top down approaches Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2).This has resulted in lot of resistance from employees that result in restriction of growth and

sustainability of business enterprises Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2). This is probably the reason why the contents and characteristics of the model should reflect a participatory Management strategy during the organizational change process Calder, (2013, p. 14-1). This is one of the reason why this study further explored possible strategies to enhance the features of Lewin' s theoretical modelfrom literature as secondary findings.

Exploring theoretical and practical contributions in terms of recommending innovative strategies to solve organizational performance in compliance to the implementation of Kurt Lewin's Change Management model Secondary findings:

Establishing the impact of organizational culture on business performance in terms of employee work attitude and behavior
Literature analysis has identified bureaucratic; Innovative and Supportive   culture types that that determine employee work attitude and behavior in terms of business or organizational performance according to Wallach's (1983). Literature findings indicate that there is a positive relationship between a supportive and innovative culture, employee work attitude and behavior and organizational performance according to the research studies done by Wallach's (1983) and Denison (1990). Primary findings (quantitative results confirm the same results. On the other hand, the same authors have indicated that bureaucratic culture does not support a strong organizational structure because of characteristics associated with demotivating workers, lack of teamwork and empowerment among employees.

To confirm the same literature findings in the context of Transnet, the primary findings has identified that the bureaucratic change management approach is currently being practiced. (Denison, 1990) supports cultural traits that include involvement, consistency, and adaptability and setting a mission of shared vision such as the supportive and innovative change management strategies. According to research made by Isa (2016) as well-built organizational culture will serve a key tool in execution of innovative ideas, positive influence on employee, and enhancing employee performance. When the employee values and organizational practices are aligned, it has great impact on the individuals' performance and ultimately the organizational performance (Isa, 2016).

To what extent do you agree or disagree that Lewin's cultural change model is being applied to complying with cultural traits for improved business performance in your organization (Transnet)?
Literature findings just like the primary findings agree that from a general perspective, the nature and characteristics of Kurt Lewin's Change Management strategy has a positive impact on values, attitudes to ensure improved organisational performance of behaviours if effectively implemented. According to Mills, Dye and Mills, (2009:42) the major problem with most business enterprises is how to make change permanent and not let people go back to their old habits but to get the new habits firmly implanted. Kurt Lewin looked and found the solution for how to get permanent change implanted with the 3-step model (Mills,

Dye and Mills, 2009:47). All the three steps in the model proposes specific activities that will address motivation, implementation, and promote the organizational change (McLean Bourda, 2013:7).

However, further analysis of literature and primary results disclosed a gap between theoretical stipulations and practical implementation. It appears the theoretical stipulations lacks emphasis on "total involvement" of all the concerned stake holders during the implementation of the three stages Lewin's model which comprise of the Unfreeze – Change – Refreeze stages of the change management model. Denison (1990) argues that culture that focuses on a high level of involvement and participation creates a sense of ownership environment and employees feel valued and are commitment to what they do which results increased performance. Lack of practical emphasis of total involvement seem to affect practical implementation.

In the context of Transnet, quantitative results have indicated that total involvement in decision making during the organizational change process is lacking. This could be contributing negatively to the effective implementation of Kurt Lewin's model so as ensure improved business performance at Transnet Company.
Recommendations for further research

It is recommended that further research be done in many both state and private organizations to have a broad over view of the implementation of change management processes to come up with more comprehensive strategies for better organizational performance.

Recommendations are made basing on the following identified challenges:

Understanding of organizational cultures, and as related to organizational/business performance.

It is recommended that well monitored staff development programs that involve all stake holders to be conducted constantly in all state-Owned enterprises like Transnet to ensures that both managers and employees are fully trained in all theoretical principles, practices and legal frameworks regarding organizational change management processes from both international and national perspectives. This is expected to solve challenges associated with organizational ineffectiveness.

Contribution of the study

The study has made theoretical and practical contribution on strengthening the implementation of Kurt Lewin's change management model

As mentioned in chapter one, literature analysis indicated that this idea comes after an observation made by other researchers that there are other managers in many organizations that are still using hierarchical models of culture change characterized by top-down approaches. The above table is a slight modification of the Kurt Lewin's model with most emphasis on total involvement and participation in decision making at all the stages of the

model (Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007:2). In other words, the idea is to totally eliminate power – coercive strategies by following the strategies below in order to promote a supportive cultural environment which generating a strong culture for enhancing organizational performance Khanye, 2017:6, Blomqvist, 2017; Creasy, 2007; Burnes, 2004):
- Eliminating hierarchical structures.
- Team building
- Collaborative relationships and democratic approaches to decision making
- Mobilising trust and empowerment among employees and employers

6. Conclusion

Based on the findings of this study, it is concluded that innovative and supportive organizational change intervention strategies is a tool for improved business performance. During implementation of organizational change processes, total involvement of both managers and employees in decision making particular in during the change management processes ensures improved organizational performance. This can also be done during policy making process, including adjusting organisational environment, choice of leadership approaches including organizational needs analysis processes, skills and training for professional development and implementation of organizational changes.

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