



DEPARTMENT OF MANAGEMENT AND MARKETING

**IDENTIFYING AND MANAGING THE IMPACT OF STRESS DURING
ORGANISATIONAL RESTRUCTURING**

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**IDENTIFYING AND MANAGING THE IMPACT OF STRESS DURING
ORGANISATIONAL RESTRUCTURING**

**By
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Declaration

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This thesis is submitted in partial fulfilment for the requirements for the Unitec degree of **Master of Business**.

Candidates Declaration:

I confirm that:

- This thesis represents my own work.
- The contribution of supervisors and others to this work was consistent with the Unitec Regulations and Policies.
- Research for this work has been conducted in accordance with the Unitec Research Ethics Committee Policy and Procedures, and has fulfilled any requirements set for this project by the Unitec Research Ethics Committee.

Research Ethics Committee Approval Number: 2009/965

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Abstract

In today's world stress has become an ongoing phenomenon within organisations. To enable staff to perform to their utmost potential it is important to manage stress particularly during organisational restructuring. Although certain amount of stress can enhance a person's performance, however too much stress can have a reverse impact on a person's health resulting in lower productivity (Belmonte, 2008). Therefore the aim of this research is to identify and determine how stress can effectively be managed within organisations to enhance staff effectiveness and performance.

In order to determine some of the common factors that cause stress during organisational restructuring the researcher identified eight issues that have been highlighted by various authors and researchers with regards to stress. Thus determining if stress was experienced and ways to manage the impact of stress better during organisational restructuring while identifying staff performance related issues to achieve better end results, it is important to acquire staff's perspective within an organisation that is currently undergoing restructuring.

A quantitative research method was adopted to collect data from a large sample of participants regarding the factors that cause stress during organisational restructuring. Surveys were carried out to determine if stress was present and if it was how stress can best be managed in order to minimise the impact it has on staff performance by acquiring individual opinions of people. This helped the researcher in identifying the positives and negatives of how stress was experienced by staff members and if it could have been better managed thus addressing this research topic. The researcher designed the questionnaire specifically for this study. The survey was distributed electronically to 291 participants comprising of staff from Faculty A at a TEO-Tertiary Education Organisation in Auckland and the response rate was 20.3%.

The findings of the study demonstrate high positive results with regards to the eight common factors that cause stress within organisations during organisational restructuring including some of the stress management issues. This indicates that stress was not managed up to staff expectations during the restructuring at the chosen TEO-Tertiary Education Organisation. The research variables that were investigated concurrently comprised of staff age,

employment category (management, administration, and lecturers) and years of service along with staff level of designation. The findings also demonstrate a medium to high positive result between staff category and the eight stress factors.

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CHAPTER 1 Introduction

1.1 Research Overview

Stress is considered to be a rising occupational health issue in the 21st century. The European Agency for Safety and Health at Work (EASHW) statistics show that close to half of all American employees take leave from work every year due to stress related issues (Europa, 2009). Poor stress management in an organisation can result in high staff turnover, increase in staff absence and more customer complaints. Implementing stress management strategies can overcome some of these problems (Wilson, 2006).

The Department of Labour (New Zealand) confirmed that the Health and Safety in Employment Act 1992 was promulgated to include all employers and work places. The Act was amended in 2002 to specify “work-related stress” (Rudman, 2009). It puts the emphasis on the need to address stress management within the work place as the amended Act allows an employee to sue their employer for stress. Therefore, to reduce risk and ensure the best performance by staff it is important to try and minimise stress within an organisation.

When referred to the word “staff”, it includes management, administration and lecturers in a Faculty (Faculty A). Staff members are unsure about their job security at the chosen TEO- Tertiary Education Organisation due to restructuring taking place. Job security is one of the stress factors identified by Clausen and Petruka (2009). During this period of changes and uncertainty it is important to manage stress. These stress factors have to be identified and addressed. By managing stress while providing a better work environment and support, Faculty A staff would be able to perform more effectively in their respective roles (Kardam, 2005). This in turn could help the organisation in performing to its utmost potential as a tertiary institution.

This research discusses stress management issues among staff during organisation restructuring to enhance human resource efficiency and how neglecting stress within an organisation can have a significant impact on staff performance. These issues need to be addressed so as to provide guidelines to management for a better working environment.

The data in this research were collected by executing quantitative research methodology. A structured survey was executed to obtain staff perspectives in order to identify the causes of stress for them and the ways it could be managed to improve the TEO's human resource effectiveness. A literature review was also undertaken to collect more information in regards to stress management methods pertaining to staff job performance within the organisation.

Data was collected from all departments of the TEO's Faculty A staff. The reason for selecting and examining the three categories of staff was to ensure an adequate sample size for the research and to fairly represent Faculty A in different discipline areas which will form the basis of this research. All proposed plans, implementation processes and outcomes have been assessed, documented, tabled and graphed.

1.2 Research Objectives

In the current economy stress within organisations has taken an all time high. Budget cuts, limited resources and layoffs have lead to a tremendous increase in stress among people within the work force due to the uncertainty that prevails in the current environment (Belmonte, 2008). The same author also states that managing stress within an organisation can lead to increased productivity and performance resulting in improved return. Thus the focus of this research is based on identifying methods and guidelines to reduce and manage stress among staff within a Faculty by obtaining staff's perspectives.

This research provides guidelines while enabling staff and organisations to get an insight on the various situations that give rise to stress during organisational restructuring. Furthermore, with the data collected the researcher will be able to answer the Main Research Question i.e. "What stress factors could be managed to enhance staff performance in an organisation during restructuring?" This research also identifies how stress and performance relate to each other. It recommends methods and guidelines to manage and reduce stress at work. Lastly, this research also identifies the relationship between stress and job performance.

The benefits of recognising and classifying these issues focus on five main areas in this research:

1. To theoretically study organisational stress management.
2. To identify the factors that cause stress within an organisation by carrying out a survey.
3. To determine the impact of restructuring on staff.
4. To get information from Faculty staff by carrying out a survey about how stress relates with staff performance.
5. To determine methods and guidelines by which stress can be managed among staff to improve staff performance and in-turn an organisation's efficiency.

The five research Sub-Questions derived from these areas are as follows:

1. What is the theoretical study of organisational stress management?
2. Identify the factors that cause stress within an organisation?
3. Determine the impact of restructuring on staff?
4. How does stress relate with staff performance?
5. Determine methods and guidelines by which stress can be managed among staff to improve staff performance and in-turn an organisation's efficiency?

Besides the Main Research Question and the five main areas of this research, this study is also based on three hypotheses as stated below:

H1- Restructuring has raised stress during the restructuring of Faculty A.

H2- Stress correlates with staff performance in an organisation during restructuring.

H3- Stress can be managed among staff during organisation restructuring.

According to Scott (2008) stress within an organisation is inevitable and hard to escape. However adopting certain stress management strategies can help lower stress within an organisation which forms the rationale for this study.

1.3 Background: Stress management during organisational restructuring

More than a decade ago already, Dimmock (1999), was of the opinion that educational organisational restructuring is becoming necessary due to globalisation and internationalisation of education. With increasing students travelling overseas to acquire a qualification, there is a constant requirement for educational organisations to change their business practices by reshaping their basic ways including the design, management style and delivery of their academic practices.

According to Dimmock, (1999) restructuring policies that are designed to promote education based management, innovative notions of teaching and learning, enhanced accountability with regards to performance and outcomes including the systemic redesign of school curriculum largely depends on educational leaders (top management) for their success. The same author continues to state that restructuring has three main dimensions. The first comprises of the transformation in the way teaching and learning occurs within educational organisations. The second dimension comprises of the transformation in the occupational situation of staff including conditions of school structures, conditions of lecturers' work in organisations and the decision making processes. The third dimension comprises of transformation in the distribution of power between schools and its clients or in the governance and incentive structures under which academic institutions function.

When an organisation undergoes restructuring, redundancy is considered as one of the main stress factors that staff experience during such a process. Compensating staff as a result of making them redundant was not defined in any New Zealand statute until the Employment Relations Act was amended in 2004 (Rudman, 2009). The Act now requires all collective employment agreements to encompass an employee protection provision to defend any staff/employee that is made redundant. Hence, staff that are made redundant due to the restructuring should be financially compensated as part of the redundancy entitlements if stated in their employment contracts. This would help support staff for part of a period that they will be jobless (Rudman, 2009).

When making staff redundant as a result of restructuring, it is also vital for an organisation to justify the dismissal for redundancy by illustrating valid grounds for terminating a particular position. Poor performance should not be considered a factor for making staff redundant as redundancy cannot be adopted by an organisation as an excuse to dismiss staff when the actual problem could be lack of performance or misconduct. Hence, management should keep this in mind when carrying out such tasks. After a staff member is made redundant an organisation must also not replace that position or employ someone else to do similar sort of work as it can result in unjustifiable termination leading to court proceedings, according to Rudman (2009).

Some common practices an organisation must acknowledge and adopt to handle the restructuring process and the stress caused by it more efficiently through literature review are as follows:

Alternative positions: The TEO should offer alternative positions for staff whose positions have become superfluous. This can encourage and motivate staff while reducing their stress levels by giving them hope of avoiding the redundancy.

Consultation: The TEO should ensure that good faith is practiced at all times (adopt the duty of good faith); it forms part of the New Zealand Employment Relations Amendment Act (No.2) 2004. This requires an organisation to consult its staff with regards to redundancies by providing affected staff members with access to relevant information about the decisions and giving them an opportunity to comment and provide feedback on such information before finalising such decisions.

Discrimination and equal opportunity: During restructuring many staff members can undergo stress due to the sense of being discriminated or not being given an equal opportunity. Hence, it is important for organisations not to consider gender, race, colour, ethnicity and other similar grounds when making staff redundant. Top management must create an environment where staff members feel that the redundancy process was fair and justifiable by encouraging equality as part of the Human Rights Amendment Act 2001 (sections 65 and 17).

Employee protection provision: The TEO management must keep in mind that employment of staff that is affected due to a restructure can be protected under the employee protection provision which forms part of the Employment Relations Act 2000 (Section 63A). This requires management to negotiate with staff about any entitlements that can be made available when making staff redundant.

Personal grievance provisions: The TEO management must take into consideration that an “employer’s freedom to terminate employment on grounds of redundancy is constrained by the personal grievance provisions of the Employment Relations Act 2000 (Section 103) which entitles a staff member to challenge any dismissal as unjustifiable”.

Health and Safety in Employment Act: An unsafe work environment is considered another stress factor. It is important for organisations to make sure that it has measures in place relating to proper ventilation, emergency exits, toilets, first aid provisions, moisture control, filtered drinking water and overall general hygiene (Rudman, 2009).

1.4 Thesis Outline

There are six chapters in this thesis. Chapter 1 of the thesis describes the following:

- Research introduction.
- Research objectives (The purpose and aim of the study).
- Research background describing stress management during organisational restructuring.
- Research outline.

Chapter 2 of the thesis describes the following:

- A literature review analysing and critiquing the current knowledge with regards to the topic.
- The various stress management issues.

Chapter 3 of the thesis describes the following:

- The research methodology.
- The research paradigms.
- The methodology selection criterion.
- The data collection and analysis method.

Chapter 4 and Chapter 5 of the thesis describe the following:

- The results and findings of the research.
- The analysis and discussion of the results.

Chapter 6 of the thesis describes the following:

- The conclusion of the study.
- The limitations of the research.
- Future research opportunities.
- The closing statement.

The next chapter discusses the various stress management issues that will focus on the five main areas of this research as stated in Section 1.2. An overview along with literature review will be undertaken to analyse and critique the current knowledge with regards to the topic of this research.

CHAPTER 2 Literature Review

2.1 Overview

In Chapter One the research overview, objectives, outline and background examining stress management during organisational restructuring was discussed. In this chapter the literature review discusses mainly the theoretical aspect of organisational stress management.

According to Murphy as cited in Dewe and O'Driscoll, (2002) work stress within organisations is becoming a serious problem worldwide which if not managed properly can lead to unintentional mistakes by staff resulting in severe and costly consequences. Therefore, it is important for organisations to identify and develop strategies to try and prevent work stress while managing it to reduce its impact on staff performance.

Dewe and O'Driscoll, (2002) state that many organisations fail to manage workplace stress effectively because they don't take the initiative of training their managers to deal with such problems. Many organisations also don't have a good understanding of the responsibility they have towards addressing stress related issues. Stress management should be the responsibility of not just staff themselves but also top management of an organisation (Dewe et al., 2002).

Organisational stress is related with impaired individual functioning within an organisation. Poor stress management can lead to loss of job interest and responsibility among staff, poor competency and reduced staff performance. Organisational stress has also been related with significant work related outcomes comprising of organisational commitment, job satisfaction including staff withdrawal behaviour (Fairbrother & Warn, 2003).

Organisational change during restructuring if not managed appropriately can result in the loss of a number of vital employees thus adding extra responsibilities for staff that are retained during and after the change process. According to Thompson, (2000) de-layering within organisations can also increase workload among staff resulting in stress. Some of the common symptoms that show signs of stress that staff experience comprise of extreme tiredness, poor sleep, lowered sex drive and headaches.

Stress can be managed in a number of different ways with the most common techniques comprising of exercise, conversing with a work colleague or family member, using toxic substances and shopping. Managers within organisations must identify the root cause of stress to effectively develop ways of enabling staff to cope with stress especially during restructuring in order to create a healthier and sustainable workplace culture and environment (Thompson, 2000).

The United Kingdom Health and Safety Executives have established certain management standards that employers must adopt and support in order to manage work stress more effectively (Feilder, Yarker & Lewis, 2008). These will be discussed further in section 2.2.5 of the report. Fielder et al. (2008) state that managers have a key role to play in reducing stress related risks among their staff as their behaviour can have a direct impact/influence on staff behaviour. Managers within an organisation can either prevent or then create stress among staff they manage as a result of their management style. Thus, managers must have a good understanding of the kind of behaviour they must demonstrate so as to manage staff in the least stressful manner. Hence, managers play an important role in identifying and dealing with organisational stress.

During organisational restructuring staff members that are not made redundant may also develop stress due to a number of other different reasons. Some could feel discriminated due to extra workload and/or inequality in compensation packages that an organisation offers. Hence, with new policies and procedures in place organisations must try and standardise pay for the skills and competencies that it requires (Du Plessis, Venter & Prabhudev, 2007).

Failure to do so can impact staff performance as they may feel a sense of disparity. Lack of organisational commitment and job satisfaction due to stress related issues are considered other main factors leading to a large number of staff leaving an organisation which in turn results in high staff turnover (Fairbrother et al., 2003).

Therefore, determining staff behaviour and thus managing stress effectively for example: by providing appropriate training, involving staff in the change process and so on will be discussed later in the report. This can lead to sustainable growth of an organisation as it can help retain key employees which in turn can reduce staff turnover.

The next section (i.e. Section 2.2) of the report will provide a comprehensive study of the stress management issues comprising of the following:

- Theoretical study of organisational stress management.
- Factors that cause stress within an organisation.
- Impact of restructuring on staff members.
- How stress relates with staff performance.
- Methods and guidelines to reduce stress to improve staff performance.

2.2 Stress Management Issues

2.2.1 Theoretical study of organisational stress management

Flexibility within the work environment can help in minimising the pressure and tension caused by a job. The work that people undertake within an organisation along with the relationship and circumstances under which they carry out their tasks often lead to stress. Organisation stress is thus regarded as a state of tension experienced by individuals facing extraordinary demands and constraints. The rise in expectations and the ever changing demand of the current market is generating enormous stress among staff within organisations (Schermerhorn, Campling, Poole & Wiesner, 2004).

According to Newton and Jimmieson (2008), work overload and role conflict can have physiological symptoms on staff affecting their psychological health which can result in staff leaving an organisation. Poor organisational stress management can have a significant impact on the behaviour, attitude including the health of an employee. Role ambiguity among staff can result in increased tension, depression and emotional exhaustion. Role conflict on the other hand can lower the morale of staff while work overload can result in higher tension, depersonalisation, exhaustion and reduced staff commitment (Newton & Jimmieson, 2008).

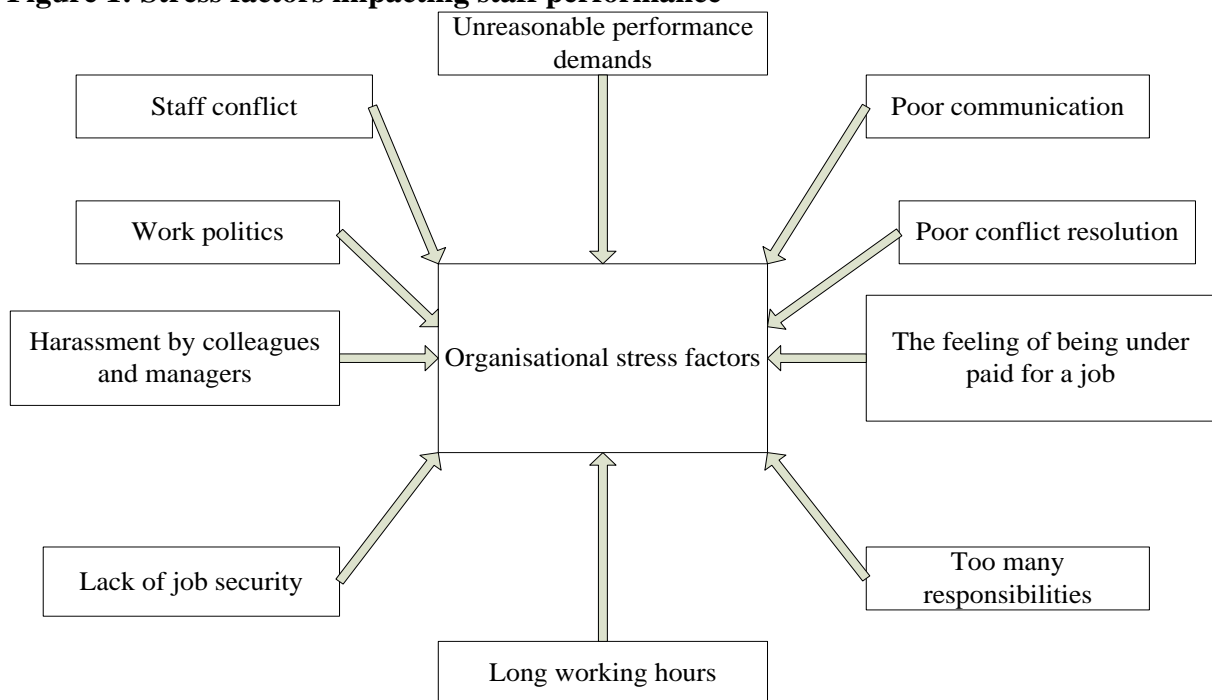
The provision of pension plans with regards to staff remuneration; retirement strategies e.g. superannuation; work family programmes e.g. providing childcare services with flexible work hours and job sharing; social responsibility programmes e.g. occupational health and

safety; and benefits and services e.g. health insurance and Employee Assistance Programmes (EAP) to assist staff to deal with personal issues that may impair their job performance can all help in enhancing employee commitment to an organisation, reducing employee stress levels and managing stress within an organisation considerably (Du Plessis, 2006).

Bergh and Theron, (2009) further state that employee and organisational well being also known as “occupational mental health” should be illustrated by health policies and the implementation of health promotion initiatives like EAP’s. The aim of such well being programmes is regarded as the presence of optimal performance by facilitating positive psychological resources within staff to keep them resilient to hardships. The employee and organisational well being programmes is also concerned with work performance by focusing on factors that may either facilitate or hinder staff performance and psychological sickness that could impair staff work behaviour.

The role of stress management in an organisation should be incorporated within the functions of Human Resource Management (HRM) to help enhance staff work performance. A well managed human resource is identified as being an integral contributory factor in improving an organisation’s productivity (Du Plessis, Hobbs, Marshall & Paalvast, 2008). Figure 1, below, identifies the stress factors that impact staff performance.

Figure 1: Stress factors impacting staff performance



Developed by the researcher

Organisations in today's world are significantly being confronted by intensification of global competition. Hence, to obtain maximum competitiveness it is recommended that Human Resources (HR) should address and work alongside Employee Relations (ER) in order to achieve competitive advantage. Both HR and ER share common features such as taking into account organisational effectiveness as a primary goal including recognising and focusing on employment and workplace issues while identifying solutions with regards to the conflict of interest that satisfies both employers and employees (Du Plessis & Paine, 2007).

Therefore, for an organisation to maintain its competitive advantage it is vital to have stability and core values with the Human Resource department taking responsibility. This can ensure that staff feel valued and their needs within an organisation is recognised as failure to do so can result in loss of trust, demoralisation, frustration and litigation. Hence, to enhance organisational performance by managing stress it is vital for an organisation to invest in hiring, training and developing employees (Du Plessis et al., 2008).

According to a research carried out by Dewe and O'Driscoll as cited in Gail, (2005) a number of New Zealand managers that participated in the research commented on how organisations should be responsible for managing work place stress. The participants stated that organisational stress when not managed properly lead to erratic and emotional behaviour patterns, physiological changes, absenteeism and impacted staff morale and their overall performance. Lane, (1988) states that staff members that are not made redundant during organisational restructuring should also be given counselling services as they too can be psychologically affected by the entire process.

Role ambiguity, as mentioned earlier, is another important factor that causes stress when an organisation undergoes restructuring. According to the manager's perspective the majority of organisations encounter a number of problems relating to integration of technology including role ambiguity when it comes to forming alliances (Gunaratne & Du Plessis, 2007). Role ambiguity can arise due to conflicting and unclear demands of managers. William, (2009) states that when role ambiguity is less in an organisation there is a reduction in work related stress.

Poor organisational stress management can also lead to loss of focus and distraction among staff which in-turn deteriorates their performance. This further has a significant impact on an

organisation and its productivity leading to poor customer service, more mistakes and accidents, high staff turnover, increased use of sick leave and litigations relating to employment. Warrick, (2007), states that The Health and Safety in Employment Act 1992 (as amended in May 2002) of New Zealand obligates managers within organisations to have measures in place to protect staff from mental or physical harm caused due to stress. Organisations must regularly try to identify and eradicate any stressor that prevails within the work environment by ensuring the following:

- Have staff assistance programmes in place.
- Regularly monitoring staff well being.
- Ensuring that staff takes sufficient breaks.
- Providing appropriate training to develop staff.
- Management must make staff feel supported at all times especially during restructuring.
- The work environment has appropriate lighting, heating, air-conditioning and noise control.
- Management must recognise the success of those that contribute positively towards achieving common organisational goals.
- Work tasks must be designed to be stimulating and enjoyable.
- Staff should be allowed to participate to at least some extent in the decision and change process.
- During restructuring staff should be reassigned new tasks and positions that match their skills.
- Appropriate processes must be in place to manage and communicate any kind of potential change within an organisation.

Besides work related factors such as restructuring some other reasons that contribute to organisational stress among staff affecting their productivity and performance are personnel issues comprising of family and relationship problems. In such situations management unless they have the right training in psychology or counselling must not attempt the following:-

- Management must not take the role of a counsellor.
- Management must not tell staff what they think they must do.
- Management must not recommend medication of any kind.
- Management must not recommend a get together over a beer to discuss an employee's personal issues (Warrick, 2007).

The benefits of recognising and classifying these issues focused on Area 1 of this research and answers Sub-Question 1 as discussed in Section 1.2 of this report.

2.2.2 Factors that cause stress within an organisation

The factor that causes stress is known as a stressor. Stressors begin either directly within an organisation's work environment or in a person's personal life situations which significantly impact their work attitude, behaviour as well as their job performance. Although technology has come a long way in the last couple of years it has also brought with it a tremendous amount of stress for its users particularly when new systems and software are being implemented from time to time within organisations (Schermerhorn et al., 2004).

Therefore, it is important to make sure that all staff is well trained to use any new technology relating to their roles as failure to do so can result in stress. Excessive e-mails along with long working hours, unrealistic deadlines and difficult to deal with managers and subordinates can all cause stress. A TEO where staff have to constantly relate with students and extroverted behaviour is required, is another stress factor (Schermerhorn et al., 2004).

Schermerhorn et al., (2004) state that stress can increase within an organisation that is undergoing restructuring due to staff cut backs and downsizing. Thus, the lack of corporate loyalty can create stress among staff that consider themselves as career employees and those that are close to retirement age.

According to Old, (2009) some of the main factors that cause stress within an organisation are as follows:-

- Job uncertainty.
- Establishing unclear and unrealistic goals for staff.
- Unable to meet staff requirements.
- Lack of support, respect and admiration from superiors.
- Excessive work overload and unrealistic deadlines due to poor management.
- Discrepancy over organisation values.

Some of the other factors that cause stress within an organisation comprise of the following:

- Establishment of new goals and policies by top management in areas in which they have no knowledge about. This causes operational ineffectiveness within the organisation and results in stress among the staff working in these areas as they are the ones that have to adapt to the change while knowing the reality of the situation without being able to say or do anything about it.
- Lack of training and guidance. Many organisations try to save on the cost of training and end up losing more money due to poor performance by staff.
- Unclear job requirements, tasks and responsibility.
- Highly competitive internal work environment.
- The “Me First” and “I Know All” attitude in leadership where management and work colleagues disregard other’s opinions and feelings for their own.
- Authoritarian (Autocratic) management style with top down command and control management style builds stress within an organisation leading to poor organisational performance and productivity.
- Poor working conditions consisting of excessive noise, poor surroundings, lack of air cross ventilation and inadequate or outdated equipments.
- Poor communication and lack of trust among staff and management and/or departments.
- Government regulations including high taxation policy impacting the autonomy and initiative of staff at work.
- Poor decision making due to stress relating to depression and fear of failure as well as success.

- Straight line thinking; overlooking the impact and consequences of implementing policies and decisions in other areas of an organisation that are aimed at solving a particular problem/issue in one area.
- Organisational departments comprising of more than a 150 personnel resulting in management inefficiencies.
- Inequality among staff due to disorganised management's ability and lack of attention within an organisation.
- The use of drugs to enhance performance which in turn affect the individual's abilities to maintain stable relationships at work and at home.
- Strategic change that creates changes in the operations, structure and relationship of an organisation with its employees and their physical security (Old, 2009).

According to Landsbergis, organisation restructuring can have a significant effect on employee health. It can increase stress levels among staff leading to high absence rate due to sickness. This claim is also supported by the National Institute of Occupational Safety and Health (NIOSH) as cited in Landsbergis, (2007).

A study carried out in Australia in 2004 (Ingebretsen, 2005), showed that the two main factors that cause stress during organisational restructuring are related to job insecurity and workload strain. The study identified employees that suffered from both job insecurity and workload strain were highly prone to mental as well as physical health problems. Therefore, organisational restructuring also leads to increased stress and conflict among staff within various departments. Thus to bring about change in a logical manner, it is important to anticipate and manage how staff would react to such stress and conflict (Sirbasku, 2009).

According to a survey carried out by the Institute of Management as cited in Thompson, (2000) there are many factors that cause stress within organisations. Some of these are represented in Table 1 below.

Table 1: Common stress factors within organisations

<u>Stress Factors</u>	<u>Rating</u> <u>(Importance with significance)</u>
Constant interruptions	High
Meeting deadlines and time pressure	High
Poor communication (internal)	High
Lack of management support	High
Poor senior management style	High
Work politics	High
Poor change management	High
Keeping up with e-mails	High
Unrealistic goals and objectives	Medium
Lack of influence	Medium
Relationship with CEO and head of department	Medium
Work environment	Medium
Complaint resolutions	Medium
Carrying out presentations	Medium
Relationship with peers	Low

Source: Thompson (2000, p1)

Stress can also arise among staff from external organisational factors for e.g. clients' and customers' response as well as internal organisational factors for e.g. managers and work colleagues. The four organisational factors relating to organisational stress comprise of work control, psychological demand, organisational (management) support and lastly job uncertainty (Macky, 2008).

Karasek's demand and control model as cited in Macky, (2008) portrays that there are positive and negative stress. Karasek states that organisation staff that have high demand and high levels of control for e.g. top management can experience positive stress to an extent as they are in a position to solve problems and delegate tasks. However, organisation staff that

experience high levels of demand and less control over their tasks are likely to experience more stress as such situation gives rise to nervous tension. Hence the psychological demand and control over work is a function of work organisation that creates occupational stress among staff along with job uncertainty and lack of organisation social support especially during restructuring (Macky, 2008).

The Department of Labour, as cited in Macky, (2008) describes how certain work content characteristics within an organisation if not managed properly can lead to stress. Table 2 helps describe this further.

Table 2: Work characteristics developing organisational stress

<u>Work Characteristics</u>	<u>Conditions Predisposing to Stress</u>
Workload	<ul style="list-style-type: none"> • Poor control over work rate • Work overload • Time pressure
Work schedule	<ul style="list-style-type: none"> • Erratic work hours • Long work hours • Inflexible work schedule
Work context	<ul style="list-style-type: none"> • Inherently hazardous work environment • No two way communication
Task design	<ul style="list-style-type: none"> • Under utilisation of skills • Meaningless work • Lack of variety

Source: Macky, (2008, p121)

Kenmore, (2009) states the three main factors that cause stress among staff within an organisation which are as follows:

Table 3: Staff stress factors

<u>Organisational Factors</u>	<u>Personal Factors</u>	<u>Non Organisational Factors</u>
<ul style="list-style-type: none"> • Extremely high or low task demands • Ambiguity/Role conflicts • Lack of interpersonal relationships • Very slow or very fast job advancement 	<ul style="list-style-type: none"> • Needs • Personality • Capabilities 	<ul style="list-style-type: none"> • Personal affairs • Economics • Family matters

Source: Kenmore, (2009, p44)

Lower pay as compared with peers or even other institutions is another factor that causes stress among staff. Staff members who feel they are not getting the right salary for their role and performance within an organisation also undergo stress as they believe that their skills and expertise are being undervalued (Larson, 2004).

Hence, by implementing a paying for performance strategy also known as incentive pay, variable pay, merit pay or bonuses can help improve staff performance. Such remuneration can motivate and improve employee performance while improving productivity and reducing stress to quite an extent (Mahy, Plasman & Rycx, 2005).

This technique can also motivate staff to develop the knowledge, skills and competencies that they feel they might require in achieving their performance goals. Surveys of national sample of New Zealand staff suggest that pay for performance should be extensively implemented by organisations to improve staff performance and to reduce wage related stress (Macky, 2008).

2.2.3 Impact of restructuring on staff members

According to a study carried out at the Otago Polytechnic, organisational restructuring has a significant impact on employee commitment. Brauch as cited in Theissen, (2004) mentions that in the current age of restructuring and downsizing work commitment is viewed differently. Many staff's within organisations support the change process simply to secure their jobs rather than having any attachment to it.

Applebaum, Delage, Labib and Gault as cited in Theissen, (2004) identified that during and after restructuring many remaining staff "i.e. survivors" are not completely informed of the restructuring process and issues relating to it. This includes staff roles, performance expectations, additional work demands and career advancement prospects. Failure to notify staff of such issues can lead to reduced commitment and respect between management and the work force.

According to research, work commitment plays an important role impacting staff performance and their efficiency from a manager's point of view. Organisations can effectively manage and maintain staff commitment during restructuring by communicating periodically with staff, planning in advance, respecting staff seniority and ensuring that the organisation's values and objectives are clearly aligned and communicated (Theissen, 2004).

Restructuring if not undertaken appropriately can cause distress among staff within an organisation. Stuart as cited in Raukko, (2009) mentions that organisational restructuring and change can cause trauma, catastrophe and abuse among staff. The author further indicates that organisational restructuring can have a negative impact on staff as it can lower their morale, increase stress levels, lead to loss of control and direction, create uncertainty and anxiety as well as reduce staff loyalty within an organisation. It can also have an impact on management functions comprising of training, recruitment, planning, staff compensation and organisational development (Belohlav & LaVan, 1989).

The results of a study carried out in thirty of the Fortune 500 companies that underwent restructuring in order to downsize their labour force exhibited poor communication to keep staff informed of the changes. Several top managers within these companies even failed to

train middle/line managers with regards to the implementation of change. The outcome of this was lower staff morale, uncertainty and confusion among staff, poor work productivity and reduced commitment (Palliam and Shalhoub, 2002).

Appelbaum, Henson and Knee, (1999) state that organisation downsizing if not planned properly can result in psycho social problems among staff not affected by downsizing collectively known as “survivor syndrome”. Such survivors tend to become narrow minded, risk averse and self absorbed which results in lowered self-esteem and loyalty in-turn affecting the organisational functioning. They continue to state that many organisations fail downsizing due to poor management and the existence of unmanaged resistance.

Knudsen, Johnson, Martin and Roman as cited in Grunberg, Moore, Sikora and Greenberg, (2008) also state that mass redundancy produces a number of psychological issues among the organisation survivors. Staff that are not affected by downsizing (survivors) tend to develop a sense of insecurity towards their jobs, their innovation level drops, they avoid taking risks and lack trust in top managers. Staff that are involved in restructuring also develop health problems while portraying high anxiety levels and frustration due to loss of previous positions and characteristics.

Downsizing can further have an unintended impact on extremely skilled and knowledgeable staff that an organisation would like retaining but end up resigning leading to organisational loss of human capital. According to past research organisation restructuring by downsizing most of the time illustrates short term gains and long term ineffectiveness (Appelbaum et al., 1999).

Maguire, (2002) argues that management must ensure that staff are made aware of all issues that might relate and concern their job security and promotion during restructuring. Failure to do so can impact staff behaviour resulting in distrust with regards to un-kept promises, feeling of helplessness and lack of motivation. This can further significantly affect organisational performance as it can reduce the commitment of remaining staff to perform up to the desired standard.

Therefore during restructuring role ambiguity where staff has insufficient information of their role together with role conflict due to conflicting expectations can impact staff work attitudes

and behaviour. Staff should be properly trained and informed clearly of the expectations of their new roles as failure to do so can lead to job burnout. Management must ensure that all tasks have clearly defined policies and guidelines at all times to overcome the impact of role ambiguity and role conflict among staff (Hsieh & Hsieh, 2003).

During organisational restructuring, social change in an organisation can also arise when there is disparity between the organisational environment and systems. Social change refers to an action such as restructuring that affects and influences a group of people with shared values and characteristics. The change is likely to have a negative impact on staff and systems when disparity between the organisation environments is increased and a positive impact when it is reduced (Young, 1977). The four social structures that have an impact on staff and must be considered during restructuring are as follows:

- **Temporary structures** This is usually found in non variety seeking systems such as an ad hoc technology of change. Temporary structures in educational, political and economic systems are so many that their subsistence hardly requires documentation. It forms part of the daily existence in contemporary society and organisations through temporary change structures.
- **Parallel structures** Parallel social structures appear when the environment is stable, if there is mismatch and if temporary structures are forbidden. Such structures are generally effective however they costly change technologies. Organisations that have such structures have an advantage of a regular source of variety.
- **Underground structures** In many societies leaving an established institution and developing an alternative to a badly organised social form are impossible. Such double contingency gives rise to an underground structure as a change technology. Such structures are dependent on various variables such as the degree of oppression applied by authorities.
- **Conflict structures** There are lots of conflicts in our contemporary environment. Modern society is the cataclysmic readjustments of societies that are mismatched with their time however organised to obstruct peaceful change. During conditions of repression, coercion has many a time succeeded in preserving change. Although conflicts don't always result in better matching systems and the environment however, conflicts are indispensable as a change technology until people are willing to incorporate variety on a regular basis (Young, 1977).

2.2.4 How stress relates with/to staff performance

An organisation's work environment that portrays low morale and job insecurity especially during restructuring can significantly impact the performance of staff who otherwise might be high performers. Two of the common work stress syndromes that impact the performance of staff are as follows:

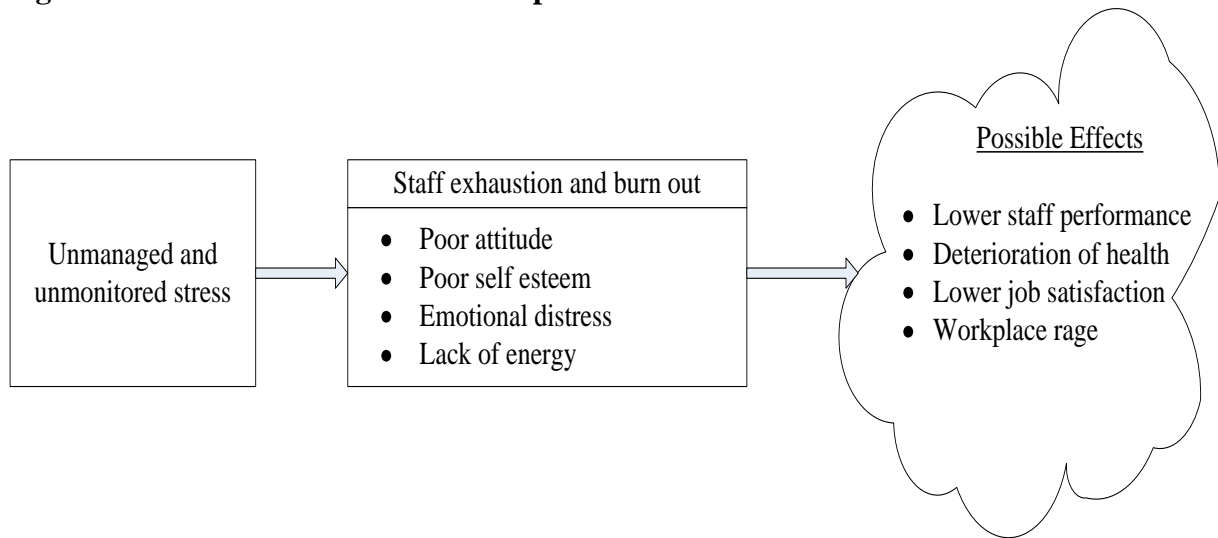
- **Set up to fail** This arises when the performance expectations are impossible or the support is totally inadequate to the task.
- **Mistaken identity** This arises when the individual is appointed for a job that does not match their set of skills and talent (Schermerhorn et al., 2004).

An individual's personal factors also relate and can impact staff performance at work. Hence, non work factors comprising of family events for e.g. birth of a child, economics for e.g. loss of extra income, and personal affairs for e.g. bad relationship or relationship breakup are all causes of emotional stress. Some people can manage such stress well as compared to others depending on their ability to deal with these kinds of situations.

Vakola and Nikolaou, (2005) state that stress, if not managed properly, can significantly impact staff performance by reducing their long term commitment within an organisation, morale and motivation to work. They continue to state that stress can also increase absenteeism through sick leave, lead to accidents, poor communication and job satisfaction as well as increase conflicts among staff within an organisation. Macky (2008) supports this in saying it has an overall affect on the efficiency and effectiveness of staff to perform to their utmost potential in an organisation.

Figure 2, below, represents how stress, if not monitored and managed properly, within an organisation can affect staff performance while developing negative effects.

Figure 2: How stress relates with staff performance



Source: Kenmore (2009, p47)

Organisation change for example restructuring can radically transform the work environment of an organization leading to increased stress levels of staff and in turn resulting in lowered job performance. Ho, (2000) states that issues comprising of stress, staff wellbeing and work satisfaction are all related and have important implications on the performance of staff.

Certain amount of stress is essential for an individual's development, growth, change, performance at work and in their personal lives. Brief, as cited in Larson, (2004) states that stress to an extent can help enhance our effectiveness and performance. An example would be a promotion which can be quite an exciting yet a challenging experience. Stress if not managed properly can lead to individual stressors which are harmful to both staff as well as their organisations. Hence the more stressors that prevail within the work environment even as a result of restructuring, the more stressed out staff will feel which in turn can result in lowered performance.

Therefore, excess stress of any kind can result in physical, psychological and behavioural problems leading to poor work performance and frustration. This is because excess stress enables us to perform well only to a certain extent after which a person's performance tends to decline (Larson, 2004).

According to William, as cited in Chen, Silverthorne and Hung, (2006) short-term outcome of work stress have both behavioural and physiological effects on work staff resulting in poor job performance. During restructuring poor communication and negotiation among managers and subordinates can lead to unrealistic deadlines which can add pressure on staff to perform up to the desired standard expected while leading to unnecessary stress (Soriano, 2009).

Treven and Potocon, (2005) state that long working hour's can also result in stress and significantly influence staff performance by blocking their creativity and making them worn-out. However, the author states that by exercising regularly staff can not only be healthy but also have a higher resilience to stress resulting in better decision making and improved job performance. The main factors that arise from stress which further relate and have a significant impact on staff performance are represented in Table 4 below.

Table 4: Stress factors impacting staff performance

<u>Psychological outcomes</u>	<u>Behavioural outcomes</u>	<u>Physical outcomes</u>	<u>Cognitive outcomes</u>
Tension/Anxiety	Petulance	Fatigue/Exhaustion	Lack of concentration
Depression	Absenteeism	High blood pressure	Irrational thoughts
Insomnia	Less sociable	Poor problems	Disorganised
Nervous breakdown	Complaining	Heart disease	High perplexity
Personality change and decline in motivation.	Premature retirement	Muscle aches	Poor work performance and standard

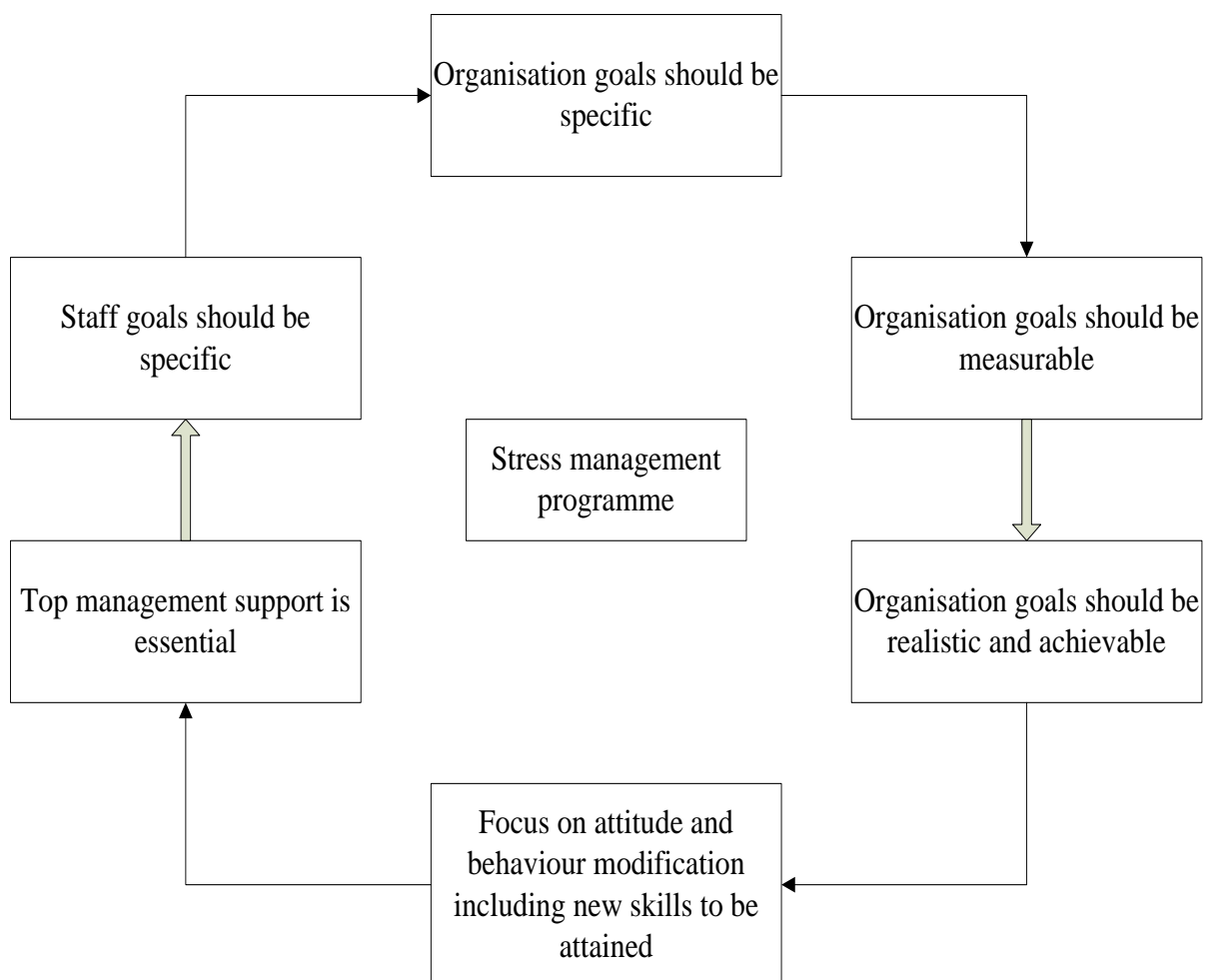
Source: Gail (2005, p112)

2.2.5 Methods and guidelines to reduce stress to improve staff performance

Almost two decades ago Donovan and Kleiner, (1994) reported that stress among staff can arise due to psychological, physical and situational factors. The same authors state that psychological stress is caused due to a person's mental state of mind which comprises of their fears and regrets including their need for materialistic things such as cars and houses. Physical stress on the other hand is caused due to work overload, unhealthy diet and lack of relaxation while situational stress is related to a person's relationship and their role towards their work colleagues and subordinates, husband's/wife's, father/mother and so on.

Figure 3, below, represents the guidelines that can be implemented to develop an effective stress management programme within an organisation.

Figure 3: Stress management programme guidelines

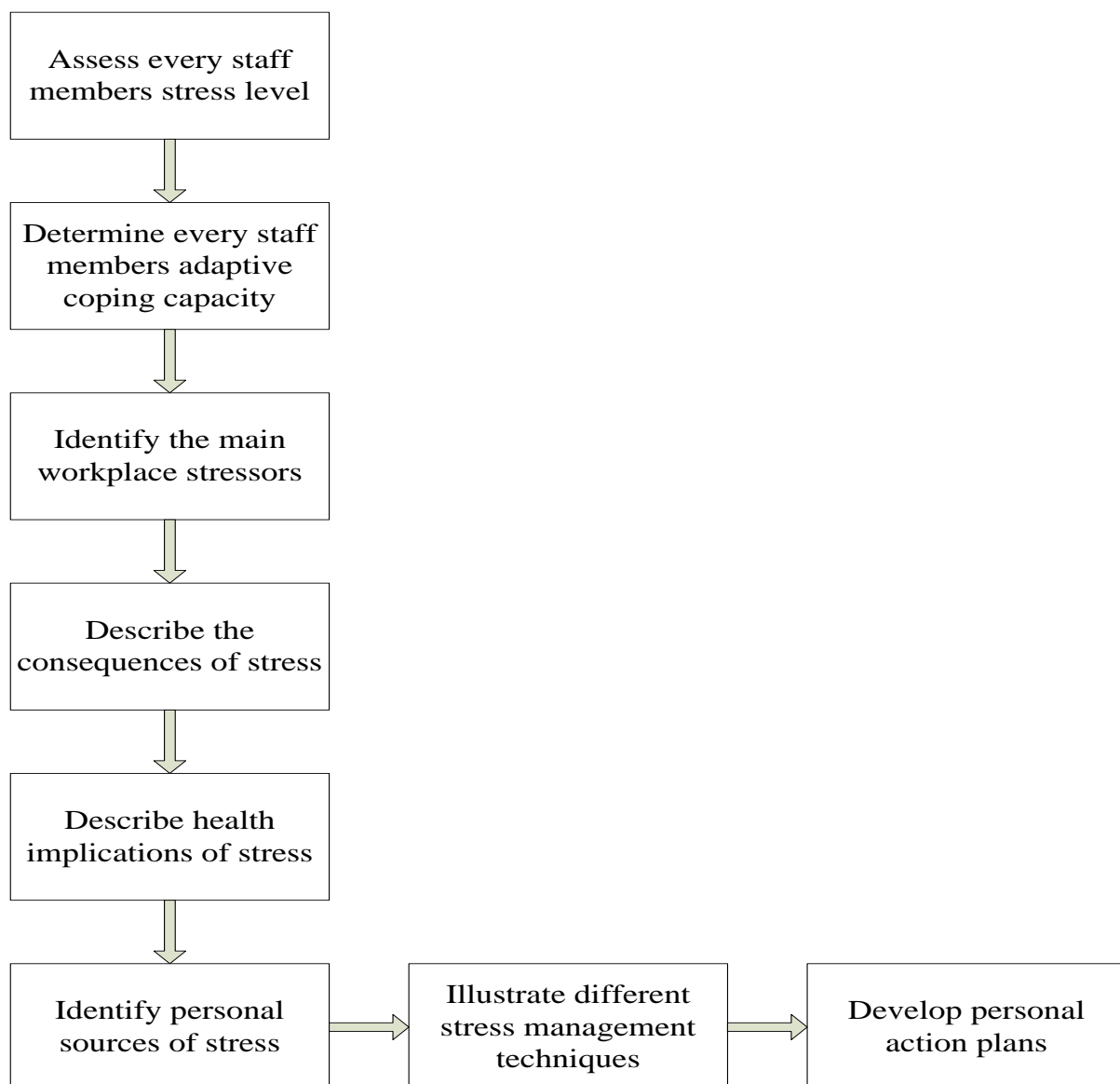


Source: Donovan & Kleiner, (1994, p66)

Top management support is extremely vital and essential to develop an effective stress management programme. *“If an organisations corporate culture is the source of stress and top management fails to address the issue then the objective of a stress management programme will be abridged to protecting staff from within their own organisation”* (Donovan et al., 1994).

Hence, the “L” shaped diagram (Figure 4, below) developed by the researcher based on the findings of Donovan and Kleiner, (1994) represents the methods that can be implemented to establish an effective stress management planning process within an organisation such as a tertiary institution.

Figure 4: Organisational stress management planning process



Source: Developed by the researcher based on Donovan & Kleiner, (1994, p72)

When stress is high within an organisation for example during organisation restructuring, it is important for managers to think and act in a positive manner. This helps reduce stress among subordinates and other staff members as staff tend to act in accordance to how management reacts during such times. The methods and guidelines stated below are of double the importance for managers as compared to other staff comprising of lecturers and administration (Nadia, 2009).

Enhance communication

- Staff roles and responsibilities must be clearly defined.
- Staff must be made aware of their job prospects during restructuring to minimise ambiguity.
- Communication should be carried out regularly and efficiently among staff in a pleasant manner.

Conduct staff discussions

- Staff should feel that they are valued by discussing scheduling of work activities and rules within the organisation.
- Encourage staff participation in decision making.
- Assign appropriate workload among staff that matches their skills and abilities.

Provide staff incentives

- Reward staff for their achievements.
- Offer career development prospects for staff.
- Congratulate staff verbally and by offering certificates of merit based on their performance.
- Create a friendly work environment.

Develop a social environment

- Social gatherings among staff should be carried out from time to time.
- Harassment at work should not be accepted (Belmonte, 2008).

Stress to an extent can be both a good thing as it helps motivate people and bad in excess as it can cause a person in making irrational decisions. Stress if not managed properly can also cause sickness and death (Waters and Ussery, 2007). Hence, some of the other methods and

guidelines that must be considered by all staff to minimise and manage stress more efficiently within an organisation would be as follows:

Improve business and time management skills: Staff members should have a realistic “To Do List” that is achievable and within their capabilities. If anyone is in doubt and have any queries, they should not hesitate in asking for help. Staff within an organisation should also be frank and should learn to refuse to take on extra responsibilities that they think they will not be able to cope with.

Take regular breaks: In order to reduce stress staff should take breaks regularly by either taking a stroll or then closing their eyes at their work stations to unwind from everything. Walking up and down stairs is also a form of physical exercise that helps reduce stress among staff while enhancing their focus at work.

Be a good talker and an equally good listener: Staff members should try and consider everyone’s point of view and try and see things from others perspectives rather than their own.

Work environment: An organisation must have a work environment where staff feel comfortable working by taking into account manageable factors comprising of temperature, level of sound, lighting and so on.

Avoid anxiety over factors that are not in your control: By not thinking and worrying about things that you can’t change is another way of reducing stress levels.

Get extra sleep: Research shows that getting six to eight hours of sleep every day is very important and can significantly influence a person’s performance at work. Sleeping for the required hours a day can radically reduce stress and increase a person’s energy levels enabling them to concentrate better at work.

Perform short breathing exercises: Breathing exercises can help reduce stress considerably. By breathing deeply through our nose and mouth we can boost our energy levels as we increase the intake of oxygen which in turn helps lower stress.

Cheer up: Staff within an organisation can reduce stress by simply smiling, laughing and cracking jokes with their colleagues. Hence, fostering a work environment that is pleasant to work in helps in reducing stress at work.

Discover a mentor or friend within the organisation: To have a mentor or friend with whom a person can share things and get advice from is another way of reducing stress.

Try and have a positive attitude: To think and act positively helps reduce stress to a great extent as compared to being negative. Staff members should associate with people that share the same views as others that think negative would further lower a person's morale (Reh, 2009).

Reward staff achievements: Paying for performance remuneration schemes as discussed earlier in the report including promotions can further reduce stress by using cash rewards as a dominant incentive for improving staff performance (Macky, 2008).

Moreover, an organisation should have certain programmes in place to enable staff in managing stress more effectively. Treven and Potocan, (2005) state that stress management programmes comprising of short yoga, meditation and breathing exercises as part of relaxation training can significantly reduce stress among staff within an organisation. They further explain how certain wellness programmes in the form of workshops can be developed to train and retain the physical and mental wellbeing of staff by guiding them on how to quit smoking, reduce weight, and lower the intake of any toxic substances including alcohol.

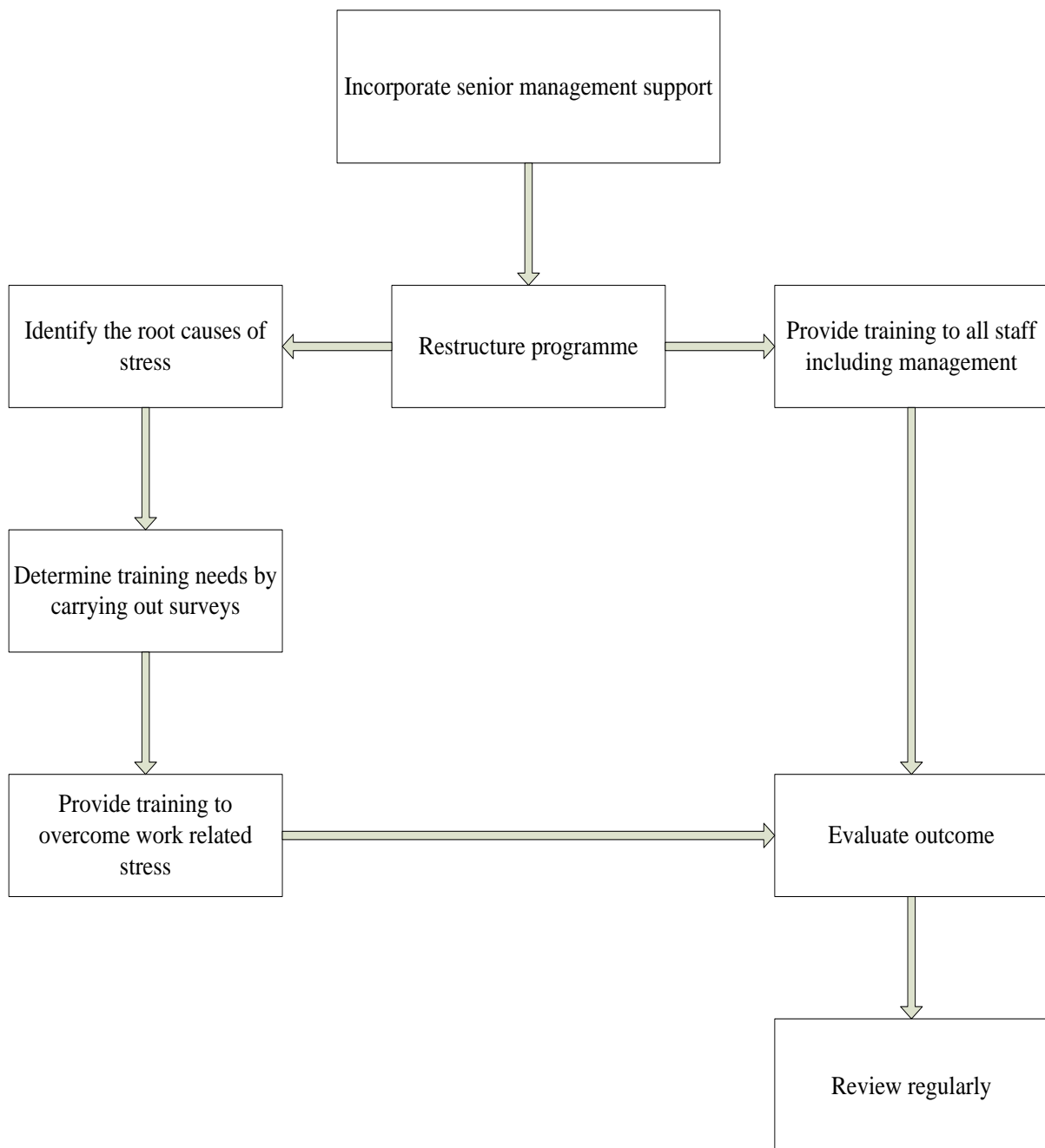
Furthermore, staff assistance programmes is another method that can support staff in financial and career planning including legal advice relating to their work. Hence, implementing some of these programmes within an organisation can significantly help staff in reducing their stress levels effectively. This in turn can reduce the rate of staff falling sick and lead to improved productivity by lowering work absentees (Treven et al., 2005).

According to Shuttleworth, (2004), managing pressure training is also a proactive and proven method to address stress within an organisation. Senior management should not only support but also be actively involved in the design and development of such training programs in order to encourage and create the interest in employees to participate. Management must also

try to clearly define the background and the aim of such programmes to all staff during and after the restructure while actively participating in such programmes together with staff to show their interest.

Figure 5, below, helps demonstrate how an effective stress training programme can be implemented within an organisation.

Figure 5: Organisational stress training programme implementation



Source: Shuttleworth, (2004, p61)

2.3 Chapter Summary

After having carried out the literature review it can be concluded that stress, if not managed properly, within an organisation can have a significant impact on staff. This can further affect the overall performance of an organisation putting its survival in jeopardy. Restructuring can be carried out efficiently and effectively by involving staff in the decision making processes and keeping them informed of all changes that are likely to take place through regular communication. This in-turn can help organisations in retaining some of the most talented people whom otherwise might leave due to the feeling of being ignored and neglected.

It is management's responsibility to ensure that all staff and processes are managed appropriately to enhance standards. One of the main roles of managers other than managing people and processes is also to have an extensive knowledge about staff behaviour and performance (Du Plessis, Nel, Struthers, Robins & Williams, 2007). Hence, it is evident that managers need to be proactive and well trained to manage staff more efficiently and especially, during times of restructuring/downsizing to increase staff morale and an organisation's continued existence.

The review clearly reveals that there are numerous factors that cause stress among staff during restructuring. Organisations that don't manage stress during restructuring can face a number of dilemmas as discussed. During downsizing the traditional views staff had on commitment has also changed with time. Many people today don't like to oppose too much to the change process in fear of losing their jobs. Lastly, although stress cannot be eliminated completely, it can be minimised and better controlled.

The next chapter discusses the research methodology, the research paradigms, the methodology selection criterion, the data collection and data analysis method implemented with regards to this research.

CHAPTER 3 Research Methodology

3.1 Overview

In the previous chapter, Chapter 2, the literature review revealed that stress factors do prevail within organisations which can have a significant impact on staff and their performance if not managed properly. Chapter 3 describes the research method that was implemented to collect all the data. It gives an outline of the research approach adopted while discussing the research paradigms followed by the methodology selection criterion as used in other similar stress management research. This chapter also describes the data collected, the sample selection, the questionnaire development process, the pilot study carried out, the data analysis techniques and lastly the ethical consideration undertaken as part of this research.

One of the critical aspects of this research which relates to the research design that was selected for this study is discussed. The two most common methods considered for this study were quantitative and qualitative research methods. The strengths of both methods are persistently debateable and raise classic paradigm war. The thought process of the researcher is a key factor in creating preference for selecting one method over the other. At times using both methods i.e. the mixed method approach can help achieving even better end results (Neill, 2007).

The researcher found quantitative research to be the most appropriate method keeping the feasibility of the research in mind. The quantitative method was cost effective and fast to execute. This method also allowed participants to take part in the research at a time convenient to them. Thus, being able to collect data quickly without any geographic constraints together with the limited resources on hand are some of the factors that contributed to influencing the researcher's preference of selecting one methodology over the other.

Some of the other factors and rationalization that lead to implementing this method are further discussed in the methodology selection criterion.

3.2 Research Paradigms

Although there are various definitions for paradigm, the most cited definition is that of Thomas Kuhn who stated forty years ago already that a paradigm is the underlying assumption and intellectual structure upon which research and development in a field of inquiry is based (Kuhn, 1970). The methodology forms part of the paradigm research design used to carry out a research determining the processes and techniques to be used to identify why, when, how and what data needs to be collected and analysed (Fox & Bayat, 2007).

Management research encompasses three types of paradigms which consist of positivism, interpretivism and critical theory/post modernism. This research uses a positivism paradigm as it includes quantitative research method and variables for analysis which form part of a positivism paradigm. A positivism paradigm focus lies in searching for contextual and organisational variables that cause organisational actions. Its main theories include contingency theory and systems theory. The goal of positivism is to uncover the reality as quantitatively specified relations among variables through surveys (Gephart, 1999).

When research is carried out on a large scale, a quantitative method comprising of questionnaires is considered one of the best methods to use (Fox et al., 2007). The method used to collect the data for this research comprised of theories, models and questionnaires. The questionnaires comprised of closed and open ended questions using Likert scaling to provide the participants with multiple choice questions. The Likert scale is one of the most popular scales used in social sciences as it is easy to compile (Fox et al., 2007).

Many questions used in this study consisted of a collection of statements relating to which the respondent had to indicate the degree to which they agreed or disagreed with the content. For example a five point scale comprising of: never feel this way, rarely feel this way, time to time feel this way, often feel this way and always feel this way was used in this study.

The downside of executing a survey via e-mail was that once the questionnaire was sent, it was then up to the respondents to interpret the question as intended, to answer all questions honestly and to complete the survey (Paine, 2009). A pilot study prior to sending out the questionnaire was carried out which helped to an extent in determining whether a question

was ambiguous or not, readable, understandable and easy to answer. Only three minor changes were made before the e-survey went on line.

Further, bias data exists in both quantitative and qualitative paradigms of research. However quantitative research unlike qualitative research is less contentious as it aligns more closely with what is viewed as the classical scientific paradigm. Since quantitative research collects numerical data that is more absolute, it can be studied and examined in more of an unbiased manner as compared with qualitative research paradigm (Guigan, 2009).

This study did not encompass a mixed method approach (quantitative and qualitative) also collectively known as methodology triangulation to double check the results obtained. The justification was the limited time factor and the resources which were not considered feasible for this research.

3.2.1 Preceding organisational stress management research

Past research was considered when deciding on the appropriate methodology to be adopted for this research. One of them was a study carried out by Theissen, (2004) which was based on the impact of organisational restructuring on employee commitment at the Otago Polytechnic whom implemented a quantitative research method. Another study undertaken by Ahsan, Abdullah, Fie and Alam, (2009) that was based on job stress and job satisfaction among university staff in Malaysia also implemented a quantitative research method by using questionnaires.

The rationale for using a questionnaire for this research was similar to that of the other researchers. This is based on the fact that carrying out surveys using e-mail is inexpensive, a large number of participants can be surveyed in a short span of time and the participants can carry out the survey at their own time of convenience with privacy being maintained (Theissen, 2004). The questionnaires of the other studies as mentioned earlier address and reproduce some of the information relating to this study. The questionnaire for this research was used to collect data pertaining to organisational stress factors and issues, organisational restructuring issues, change and staff performance related issues and lastly stress management issues.

3.3 Methodology Selection Criterion

The research methodology was selected based on the objective of the project which is to identify methods and guidelines to reduce stress among staff within a Faculty by obtaining staff's perspectives. As part of this research a quantitative research method was adopted by carrying out surveys. The selected research method was appropriate for this study and its stated objectives because of the following:-

- Quantitative research helped in attaining more consistent statistical end results.
- The end result of the quantitative research was projectable with regards to the population consisting of managers, administration staff and lecturers from Faculty A of a TEO.
- Participants were given over four weeks to complete the survey at a time convenient to them.
- Being an electronic survey (e-survey), there were no geographic limitations.
- The survey was carried out as a single site case study at a TEO.
- The quantitative research method assisted in measuring and managing the variables while assisting in the collection of descriptive data (Delahaye, 2005).

With regards to the research method, the descriptive evaluative research methodology was used for analysing the data that was collected from the surveys based on the assumption that this would help produce more accurate results. Clarke, (2005) postulates that the descriptive evaluative research methodology relies on responses from people that are written down in order to be subsequently analysed by conducting surveys.

Collecting data from Faculty staff pertaining to the research topic can help provide more in-depth knowledge and insight into the study as the TEO is currently undergoing restructuring. This is closely linked to the requirements of the research topic. Hence to obtain viewpoints from a large population such as Faculty A staff members with regards to the research topic plays a very significant role for completing this research successfully.

The opinions of staff on the eight common factors that cause stress during organisational restructuring was required to give the researcher enough data to demonstrate how stress can best be managed during organisational restructuring. Thus a quantitative research method by carrying out surveys was considered to be the best suited approach for this study. The

quantitative approach is considered to produce data in statistical form that can be converted to numbers. With this approach the researcher can also measure how people feel, think and work in a particular manner while carrying out surveys on participants (Dickman, 2005).

According to Bachman and Schutt (2003), a survey poses fewer ethical dilemmas while maintaining anonymity as compared to other research methods such experimental and field research. Furthermore, the quantitative method helps in collecting unbiased data from a large number of people such as the target population for this research within a short span of time, efficiently and cost effectively (Creswell, 2003).

3.4 Data Collection

3.4.1 Sample Selection

Based on the topic of this research it was anticipated to carry out the study among staff members within an organisation where restructuring has currently been undertaken to determine their stress levels. Hence, Faculty A staff were selected for carrying out this research as some departments of the organisation have already undergone restructuring while other departments are still in the process. Thus staff members from eight departments in the same Faculty were considered the appropriate sample for this research as they had all been influenced by the restructure to a certain extent.

The other reason was that the TEO's leadership team could use the results of such a survey to identify the impact that restructuring has on such staff and their performance. The leadership team of the TEO could also be informed how the stress (if any) experienced by staff during the re-structuring including the influence/affects it had or still has on them can best be managed. It was also expected that a greater response rate would be achieved if the research had the backing and support of such an organisation's body. Organisation support when carrying out surveys helps to develop trust and confidence among the respondents while encouraging staff to see the need of such an exercise (Lusty, 2007).

On August 4th, 2009, the online survey was sent out to 291 staff members comprising of administration staff, managers and lecturers. This sample comprised of staff members from all of the eight departments that constitute Faculty A of the TEO. According to CRS, (2009) “the larger the sample size, the more certain you can be that their answers will truly reflect the population”.

3.4.2 Questionnaire Development

The questionnaire was developed and categorized in six parts. The first part comprised of demographic data pertaining to participant’s age, category, level and duration of service. The second part comprised of eight common factors that cause stress during organisational restructuring which included work overload, job security, longer work hours, role knowledge, inter role conflicts, lack of training, lack of management support and organisational commitment. The participants had to answer questions pertaining to each of the eight factors.

Hence, the questionnaire contains 32 questions subdivided into the eight most commonly occurring organisational stress factors. Each question within the questionnaire is assigned 5 marks. Hence the total marks for the 8 stress factors would be 32 (i.e. no. of questions) x5 (i.e. no. of marks) = 160 marks overall. Part of this questionnaire was developed on a study carried out by Theissen (2004), which was based on the impact of organisational restructuring on employee commitment at the Otago Polytechnic.

The remaining four parts of the survey included the factors that cause stress within an organisation, the impact of restructuring on staff, identifying how stress relates with staff performance and determining how stress can be managed. These last four parts of the survey were not given any rankings.

3.4.3 Pilot Study

Six fellow colleagues including staff were invited to carry out the pilot test by completing an online survey prior to sending out the survey link to all other respondents. The pilot test was carried out to identify any shortfalls of the survey for e.g. spelling errors, incorrect wording

and so on. Hence, the respondents that participated in the pilot study were requested to test if they found any aspects of the survey to be misapprehended, confusing and ambiguous.

Meriwether, (2001), states that a pilot study of a survey helps to test whether a hypothesis requires any changes or corrections. A pilot study can also help in identifying any shortfalls relating to the survey while providing the researcher with some ideas that he/she might not have foreseen. This in-turn can help in enhancing the probability of obtaining better findings while increasing the response rate to an extent.

The participants of the pilot study were requested to provide feedback on the following questions:

- How long did the survey take to complete?
- Did you feel that the survey was lengthy to complete?
- Did you find any grammatical errors?
- Did the progress bar of the survey persuade you to completing the survey?
- Did you find all instructions of the survey clear and descriptive?
- Do you have any other comments that you would like to make to improve the quality of the survey in any way?

Participants on average spent between 10 to 15 minutes to complete the pilot survey. After conducting the pilot study only three modifications were made to the final survey which was then sent out to all other respondents at the beginning of August 2009.

3.4.4 Questionnaire Data Collection

Data pertaining to this study was collected electronically via e-mail that was sent by the researcher to all Faculty A staff members of the TEO. The staff members comprised of lecturers, administration staff and management. The e-mail included a link to an online survey that was sent out to 291 participants out of which 59 staff members completed the survey thus a response rate of 20.3% was achieved.

The questionnaire along with the invitation was sent out on 4th of August 2009 and was made unavailable after the 4th of September 2009. The criterion for making the questionnaire available for over four weeks was to obtain a maximum number of responses as it was assumed that many people were committed or had busy schedules within this time period thus giving them ample time to complete the survey. The final survey was received on 4th of September 2009.

3.4.5 Data Analysis

The data pertaining to the surveys were exported to Microsoft Office Excel for analysis. All data was imported from an online tool called Survey Monkey which was used to carry out the surveys electronically via e-mail. Many tables and charts were developed using Excel to portray the results of the survey.

Some of the data was also quantitatively analysed using Statistical Package for Social Science (SPSS) programme. The SPSS programme was selected due to the numerous advantages that it provides for analysing quantitative data. The University Information Technology Services (UITS) also states that SPSS is user friendly and compatible to a number of formats such as Excel which was beneficial when importing data from its spreadsheets. Most SPSS data analysis can also be achieved by simply using menus and dialogue boxes (UITS, 2007).

The degree of errors was reduced as data was directly collected online and not entered manually as in the case of physical (hard copy) surveys. The data from the survey was analysed by means of descriptive statistics comprising of percentages. Certain subject matters that were identified from the survey was then analysed through literature as discussed in Chapter 4 “Findings and Discussion” of the report.

Every response was treated confidentially and all data is stored securely on a password protected flash drive locked away at the researcher’s home for a period of 5 years and will be destroyed thereafter.

3.5 Ethical Considerations

This research study was approved by the Unitec Research Ethics Committee (UREC) from June 2009 till June 2010. The Research Ethics Committee Approval Number allotted for this research is 2009/965.

Furthermore, written consent to undertake this research within the TEO was also given by the CEO and the Dean.

All Faculty A staff was sent a questionnaire online via www.surveymonkey.com with information relating to the research. No consent forms were used to undertake the survey as the information pertaining to the research clearly stated that participation was entirely optional and voluntary. Thus consent from participants was achieved by the completion of the survey.

Additionally, all data collected as part of this research has and will remain completely confidential without any direct references to any of the staff members that contributed to this research.

3.6 Chapter Summary

This research was carried out at a TEO in Auckland (NZ). This was the only organisation that was selected for this study as it is currently undergoing restructuring and best fits the nature of the topic of this research.

This section describes the methodology implemented to carry out this research. After evaluating other methodologies a quantitative research method was selected to carry out this research by conducting a survey.

The results obtained by using this technique were statistically reliable and projectable to the population. This method also best matched the data analysis techniques implemented for this research. Since this research involved staff members, ethical approval was required and

obtained from the CEO and the Dean of the TEO. The initial survey was piloted to ensure that the survey was easy to understand and free of errors.

The sample size comprised of 291 participants from the eight departments which form part of Faculty A at the TEO. There were 59 participants that completed the survey giving a response rate of 20.3%.

The next chapter analyses all the data obtained from the survey and discusses the findings of the results.

CHAPTER 4 Findings

4.1 Overview

In Chapter 3, the previous chapter, the research methodology revealed the appropriate research method that should be implemented to collect and analyse all the data. This chapter describes the findings and discusses the results of the feedback obtained from the survey carried out as part of this research. The focus of this research is to identify methods and guidelines to reduce the impact of stress among staff during organisational restructuring by obtaining staff's perspectives.

The researcher demonstrates the respondent's comments and opinions on the eight common factors that cause stress during organisational restructuring while discussing stress, organisational restructure, change and staff performance related issues and finally stress management issues.

The findings are discussed in the same structure and pattern as that of the survey. The first section gives an outline of the demographic data comprising of the age, category, level and duration of service of the participants. This helps to give an overall picture of the participant's personal profile with regards to this research.

4.1.1 Research process and challenges

From the start of this study, the researcher decided to undertake research with regards to his topic in an organisation that is currently undergoing restructuring. Consent was required by the CEO and the Dean of the TEO.

The researcher had to also assure complete confidentiality relating to the participants and the data collected. Obtaining feedback from participants through an online survey took more time than anticipated and a further three reminders had to be sent to the target population.

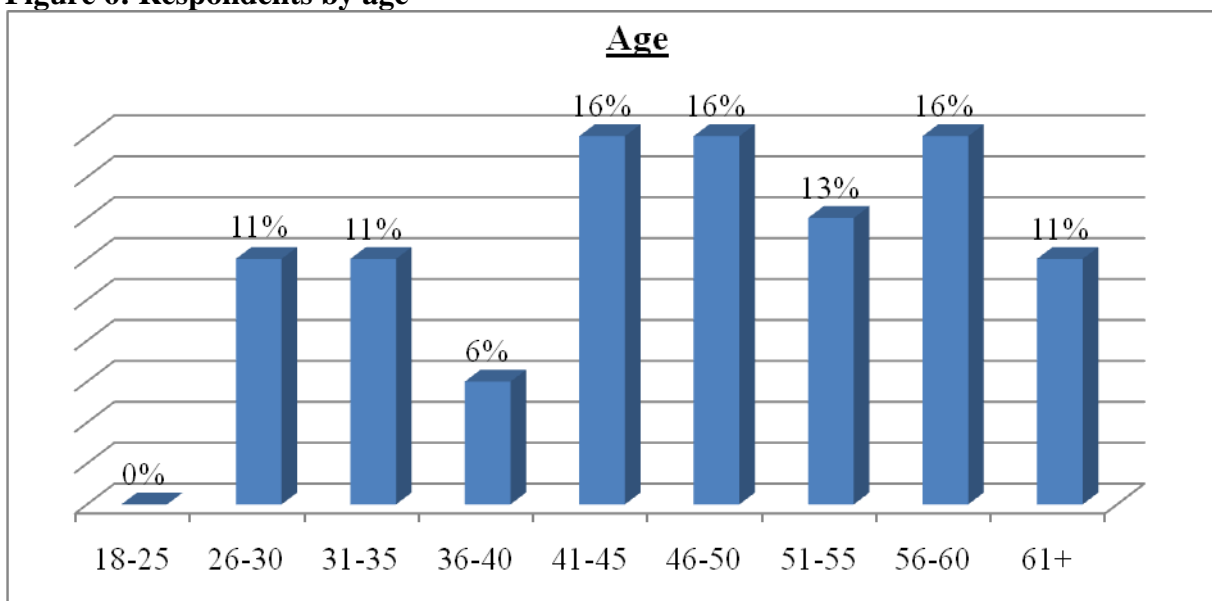
4.2 Demographic Data

Demographic data pertaining to participants' age, work category, work level and duration of service was collected. The demographic data was collected to ensure if there were any differences between the four criterions. The issues relating to the demographic data that stand out are discussed in this section.

Figure 6, below, represents the participants by age. The majority of the respondents (61%) are between the age groups of 41 to 60. Age plays a critical factor on staff outlook about restructuring as people over the age of 40 tend to have deep seated morals and values. Geller, (2002) states, staff between the ages of 40 and 50 who have worked most of their lives for one organisation generally lack the modern skills that are required within the current market. Such staff might not even possess the appropriate skills required to successfully sit a modern day interview. Thus, finding a job after the age of 40 can be a challenging process in itself contributing to stress.

When carrying out redundancies, management should try and give long term staff including the ones over the age of 40 advanced notice to help give them time to find an alternative job. This can be achieved through some planning by staff (also known as turnaround professionals) that carries out redundancies within an organisation undergoing restructuring (Geller, 2002).

Figure 6: Respondents by age



A profile of the respondents by work category is represented in Figure 7, below. The majority of the respondents (51%) comprised of lecturers, 36% were administration staff and the remaining 13% comprised of management staff. This shows that the results obtained in general are based more on lecturer's perception as compared with other work categories with regards to the topic of this study.

Figure 7: Respondents work category

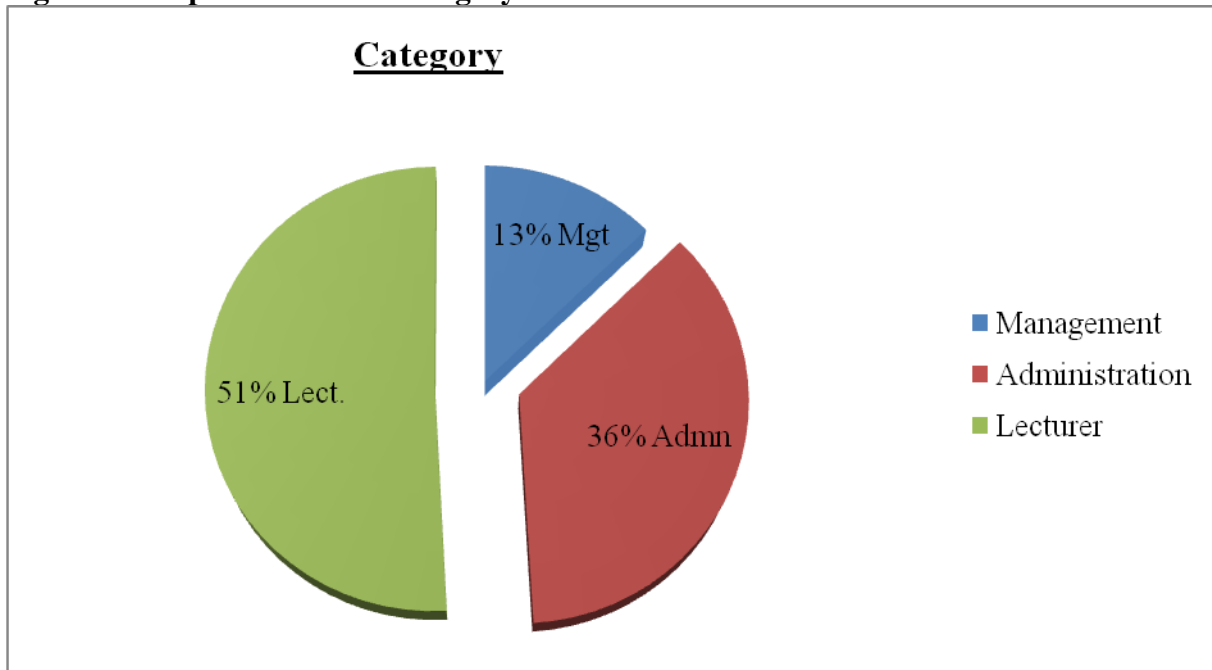


Figure 8, below, represents staff level based on superiority of the survey participants. A total of 60% of the participants comprised of middle level staff while 21% made up senior staff members and 19% of respondents were junior staff. Staff's work-level plays a crucial role in restructuring as it is believed that organisational change is generally poorly understood and inappropriately carried out by senior staff (Curri, 2002).

Since the majority of the respondents are middle level staff along with senior staff having the second highest rating, the use of soft skills which is commonly underestimated and not used by many senior staff (turnaround professionals) during restructuring can help in developing better relationships with employees lowering stress levels. A study carried out at the University of Texas recommended that the higher the stress levels in an organisation, the more important leaders' and senior managers' soft skills become (Scarmado & Harnden, 2007).

Figure 8: Respondents work level

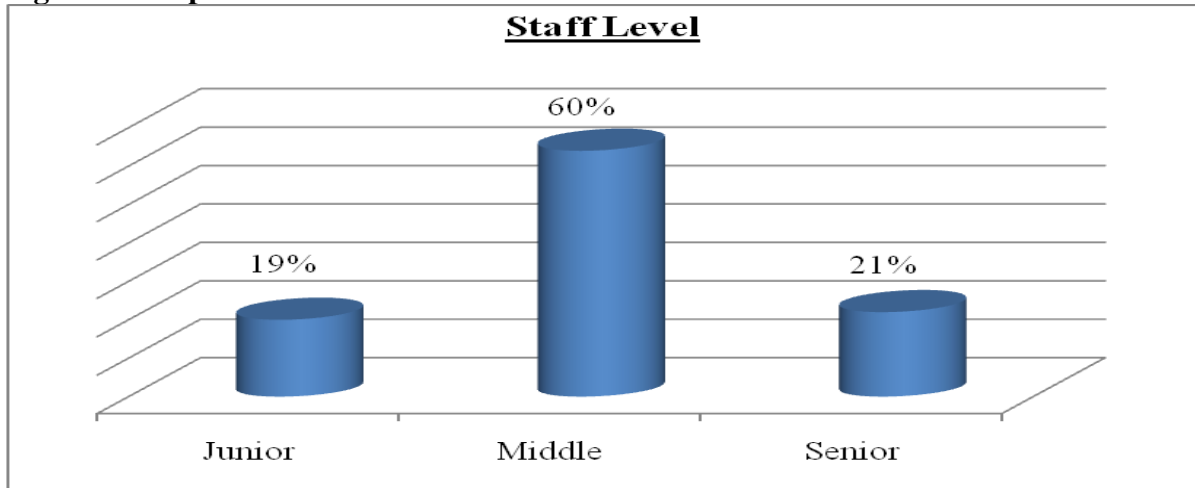
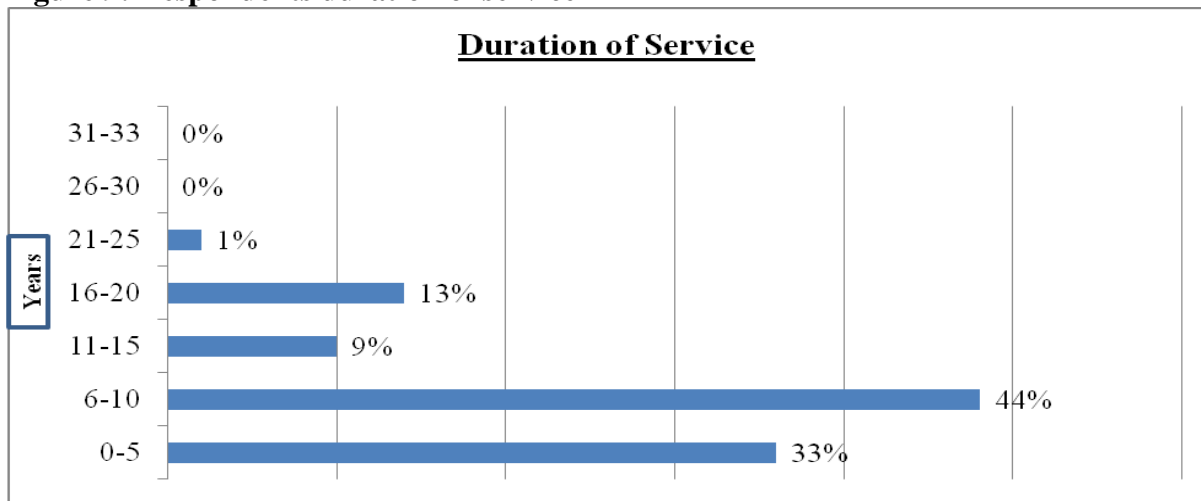


Figure 9, below, represents the duration of service that the respondents have been employed within the organisation. The majority of the participants (44%) have been employed for a period of six to ten years. Thirty three percent have been employed for a period of less than five years and only one percent of staff has been in the organisation for more than twenty one years of service.

The data represented in the figure below (Figure 9) depict that none of the respondents have been at the organisation for more than a period of twenty five years. With a majority of staff having being employed at the organisation for less than five years shows that there is a high turnover among staff. Secondly, the duration of service is said to make a difference on people's receptivity to change. The longer a staff member has been in service, the more likely they are not going to be receptive to change and will experience redundancy as an emotional burden (Geller, 2002).

Figure 9: Respondents duration of service



4.3 Questionnaire Feedback

4.3.1 Section Two: Common stress factors during organisational restructuring

The second section of the survey comprised of questions relating to eight common factors that cause stress during organisational restructuring based on research as referred to in Section 3.4.2 of the report. The results depicting staff stress levels have been identified by using a 1 to 5 point Likert scale as compared with a 1 to 10 depression scale developed by Montgomery (Svanborg & Asberg, 2001). For example a five point scale comprising of: never feel this way, rarely feel this way, time to time feel this way, often feel this way and always feel this way was used in this study.

Question 1 to Question 8 in Section Two required respondents to mark how they feel regarding specific issues on a 1 to 5 Likert scale. To give a total percentage for some of the points, mark 1 and 2 has been added from the tables in Question 1 to Question 8 to describe the “never and rarely” feel this way percentages to compare with mark 3, 4, and 5 to describe the “time to time, often and always” feel this way percentages.

Question 1: The findings of the first question in Section Two of the survey are presented in Table 5, below. The survey participants were asked how they felt about work overload.

The result shows that the majority of the participants (48%) from time to time felt that they were satisfied with their workload during the restructure.

Participants (43%) on the other hand from time to time felt that they had been assigned too many responsibilities during the restructure while rarely feeling (35%) that they could not cope with their work in their current role.

It is of interest to know that only 24% of respondents are content with their workload as compared with 76% of the respondents that are dissatisfied. It can therefore be deduced that staff are not satisfied with their workload.

Table 5: Work overload

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
I am satisfied with my workload.	6%	18%	48%	18%	10%
I feel that I have been assigned too many responsibilities.	5%	20%	43%	32%	0%
I feel that I cannot cope with my work in my current role.	7%	35%	43%	15%	0%

Question 2: The findings of the second question in Section Two of the survey are presented in Table 6, below. The survey participants were asked how they felt about job security.

The result shows that participants rarely felt (22%) secure of their jobs during the restructure. Participants rarely felt (27%) that they were given ample opportunity to participate in decision making.

Participants also rarely felt (22%) that the TEO had clear planned goals and objectives for them in the new structure while never and rarely feeling (54%) that the restructuring process was fair and just with regards to redundancies.

It has been identified that 60% of respondents felt a sense of job insecurity as compared with 40% of the respondents that did not feel this way. It can therefore be deduced that staff did not feel secure of their jobs at the TEO during the restructure.

Table 6: Job security

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
I felt secure in my job during the restructure.	38%	22%	13%	22%	5%
I feel I was given ample opportunity to participate in decisions that would affect my future at the organisation.	27%	27%	18%	20%	8%
The organisation has clear, planned goals and objectives for me in the new structure.	47%	22%	18%	8%	5%
I believe that the restructuring process was fair and just with regards to the redundancy.	27%	27%	33%	5%	8%

Question 3: The findings of the third question in Section Two of the survey are presented in Table 7, below. The survey participants were asked how they felt about longer working hours.

The result shows that the majority of the participants from time to time felt (35%) that their new role interfered with their personal life and interests (e.g. - social, religious and family). Participants on the other hand from time to time felt (32%) that their workload prohibited them from having a good work/life balance.

It is identified that only 22% of respondents believe that their new role does not interfere with their personal life and interests as compared with 78% who believe that they do not have sufficient time for themselves. It can therefore be deduced that after the restructuring staff's new roles interfere with their personal life and interests (e.g. - social, religious and family) which are neglected due to lack of time.

Table 7: Longer working hours

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
After the restructuring my new role interferes with my personal life and interests (e.g. - social, religious and family) which are neglected due to lack of time.	11%	11%	35%	35%	8%
After the restructuring my workload prohibits me from having a good work/life balance.	12%	15%	32%	40%	1%

Question 4: The findings of the fourth question in Section Two of the survey are presented in Table 8, below. The survey participants were asked how they felt about role knowledge.

The result shows that participants rarely felt (33%) that they had a good understanding about their responsibilities and priorities with respect to their new role. Participants also rarely felt (38%) that their current role had been defined clearly and in-depth while participants from time to time felt (16%) that several aspects of their current role are vague and unclear.

It is of significance for management to know that only 24% of the respondents have a clear understanding of their current role; their role ambiguity therefore is 76%. It can therefore be deduced that several aspects of the staff's current role are vague and unclear.

Table 8: Role knowledge

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
I have good understanding about my responsibilities and priorities with respect to my new role.	19%	33%	16%	27%	5%
My current role has been defined clearly and in-depth.	19%	38%	11%	27%	5%
Several aspects of my current role are vague and unclear.	11%	13%	16%	41%	19%

Question 5: The findings of the first question in Section Two of the survey are presented in Table 9, below. The survey participants were asked how they felt about inter role conflicts. The result shows that participants on average rarely felt (24%) that there is no requirement to perform better in their current role. Participants from time to time felt (35%) that their role has been reduced in importance after the restructure while feeling (37%) that after the restructure their peers and they in their new roles tend to have more conflicting issues.

Participants rarely felt (29%) that they perform better in their current role than before the restructure. Participants also from time to time felt (28%) that the scope of promotion is limited within their role due to restructuring while feeling (27%) that they are too pre-occupied with their current role to take up higher or more responsibilities. Participants moreover rarely felt (13%) that their remuneration is sufficient for their current role and the work assigned to them.

It should be an area for management to address as only 19% of the respondents believe that there is scope of promotion within their roles and 81% feel that the scope of promotion is restricted due to the restructure. It can therefore be deduced that the scope of promotion is limited within staff roles due to restructuring as the employment of many new line managers from outside the TEO were witnessed by staff, where the TEO staff have applied for those positions. This can also affect the motivation and morale of staff because the TEO does not promote within (see Section Five and Section Six Question 5 and Question 1 respectively, p.75-77).

Table 9: Inter role conflicts

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
There is no requirement to perform better in my current role.	11%	24%	32%	26%	7%
My role has been reduced in importance after the restructure.	14%	14%	35%	15%	22%
After the restructure my peers and I in our new roles tend to have more conflicting issues.	11%	11%	37%	35%	6%
I perform better in my current role than before the restructure.	29%	29%	26%	11%	5%
The scope of promotion is limited within my role due to restructuring.	8%	11%	28%	22%	31%
I am too pre-occupied with my current role to be able to take up higher or more responsibilities.	11%	11%	27%	32%	19%
I feel my remuneration is sufficient for my current role and the work assigned to me.	45%	13%	24%	13%	5%

Question 6: The findings of the sixth question in Section Two of the survey are presented in Table 10, below. The survey participants were asked how they felt about lack of training. The result shows that participants rarely felt (28%) that they lacked the skills and needed training for their current role to perform more efficiently and effectively after the restructure. Participants also rarely felt (42%) that they could use their skills and expertise better in their current role after the restructure while participants from time to time felt (17%) that there is too much uncertainty in their new role for taking up new and more responsibilities without sufficient training after the restructure.

It is identified that 64% of the respondents are unable to use their skills better in their role as compared with 36% who feel they can as a result of the restructure. It can therefore be deduced that staff do not feel that they can use their skills and expertise better in their current role after the restructure.

Table 10: Lack of training

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
I feel I lack the skills and need training for my current role to perform more efficiently and effectively after the restructure.	34%	28%	19%	19%	0%
I feel I can use my skills and expertise better in my current role after the restructure.	22%	42%	22%	11%	3%
After the restructuring there is too much uncertainty in my new role for taking up new and more responsibilities without sufficient training.	17%	19%	17%	25%	22%

Question 7: The findings of the seventh question in Section Two of the survey are presented in Table 11, below. The survey participants were asked how they felt about lack of management support.

Table 11: Lack of management support

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
I trust senior management to make sensible decisions for the organisation's future.	34%	21%	21%	21%	3%
I feel that my line manager has done all they can to help me understand exactly what is expected of me following the changes to the organisation.	27%	14%	16%	35%	8%
I feel that management planned and supported the changes carefully in the organisation.	38%	24%	24%	14%	0%
During restructuring management has been as honest with bad news as good news about changes to the organisation.	16%	22%	35%	27%	0%

The result shows that only 21% of the participants responded that they trust senior management to make sensible decisions for the organisation's future. Participants responded that 41% felt that their line managers have done all they can to help them understand exactly what is expected of them following the changes to the organisation.

It is alarming that 62% of the respondents responded that management did not plan and did not support the changes carefully in the organisation while only 22% rarely feel that management has been as honest with bad news as good news about changes to the organisation during restructuring.

This research has identified that the majority (55%) of the respondents distrust management decisions regarding the future of the organisation and trust therefore is only 24%, while 21% feel this way from time to time. It can therefore be deduced that the staff do not trust senior management in making sensible decisions for the organisation's future.

Question 8: The findings of the first question in Section Two of the survey are presented in Table 12, below. The survey participants were asked how they felt about organisational commitment.

The result shows that a mere 13% of the respondents felt that the TEO has always kept its promises and commitments to staff about the demands of their job. A huge amount of participants (73%) rarely and never felt that the new structure inspired them to perform better. Another surprise was the 80% of respondents who responded that from time to time, often and always found it difficult to agree with some of this organisation's policies on important matters relating to its employees.

A further negative was recorded where 70% of the respondents felt that they would be willing to accept any type of work assignment to stay with this organisation. More than three quarters (78%) of the participants from time to time, often and always (combined) felt that it would take very little change in their present role/circumstances giving them a reason to leave the organisation while a mere 22% feel otherwise to the organisation.

It should be of great concern for management that 80% of the respondents disagree with some of the organisation policies relating to its staff and only 23% of respondents are always loyal, while more than half (55%) is unsure and only feel loyal from time to time or often. It can therefore be deduced that although staff find it difficult to agree with some of the organisation's policies on important matters relating to its employees, some of them do feel somewhat loyal to the organisation. If the respondents' years of service at the TEO is taken into account (66% have service from 6 to 20 years), this statement is then significant.

Table 12: Organisational commitment

	Mark 1 – If you never feel this way	Mark 2 – If you rarely feel this way	Mark 3 – If you from time to time feel this way	Mark 4 – If you often feel this way	Mark 5 – If you always feel this way
The organisation has always kept its promises and commitments to me about the demands of my job.	21%	42%	24%	11%	2%
The new structure inspires me to perform better.	39%	34%	18%	9%	0%
I find it difficult to agree with some of this organisation's policies on important matters relating to its employees.	7%	13%	16%	32%	32%
I would be willing to accept almost any type of work assignment to stay with this organisation.	46%	24%	19%	8%	3%
It would take very little change in my present role/circumstances giving me a reason to leave this organisation.	11%	11%	39%	21%	18%
I feel very loyal to this organisation.	11%	11%	32%	23%	23%

4.3.2 Section Three: Stress related issues

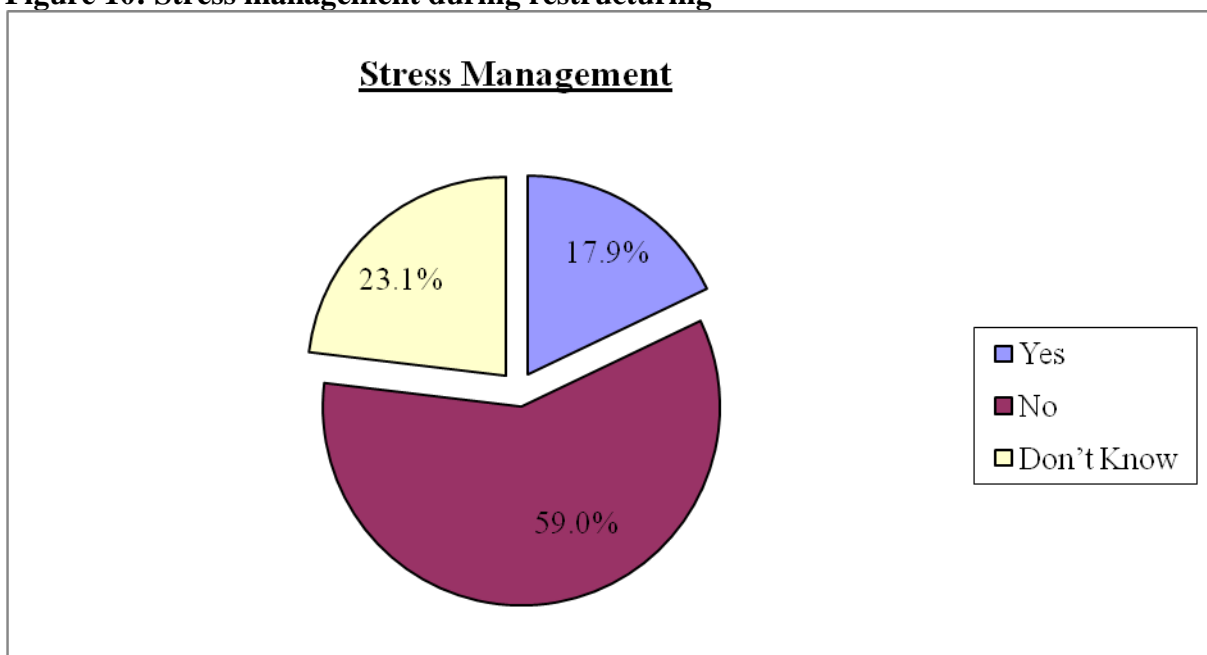
The third section of the survey comprised of questions describing stress related issues.

Question 1: The findings of the first question in Section Three of the survey are presented in Figure 10, below.

The survey participants were asked the question “In your opinion, do you believe that stress was managed properly during the restructure”? This question required participants to answer by agreeing to the statement as in “Yes” or then disagreeing to the statement as in “No”.

The result shows that the majority of the respondents (59%) disagreed to the fact that stress was managed properly during the restructure. Only 17.9% of respondents on the other hand disagreed with the statement and believed that stress was managed properly during the restructure while 23.1% neither agreed nor disagreed with the statement.

Figure 10: Stress management during restructuring



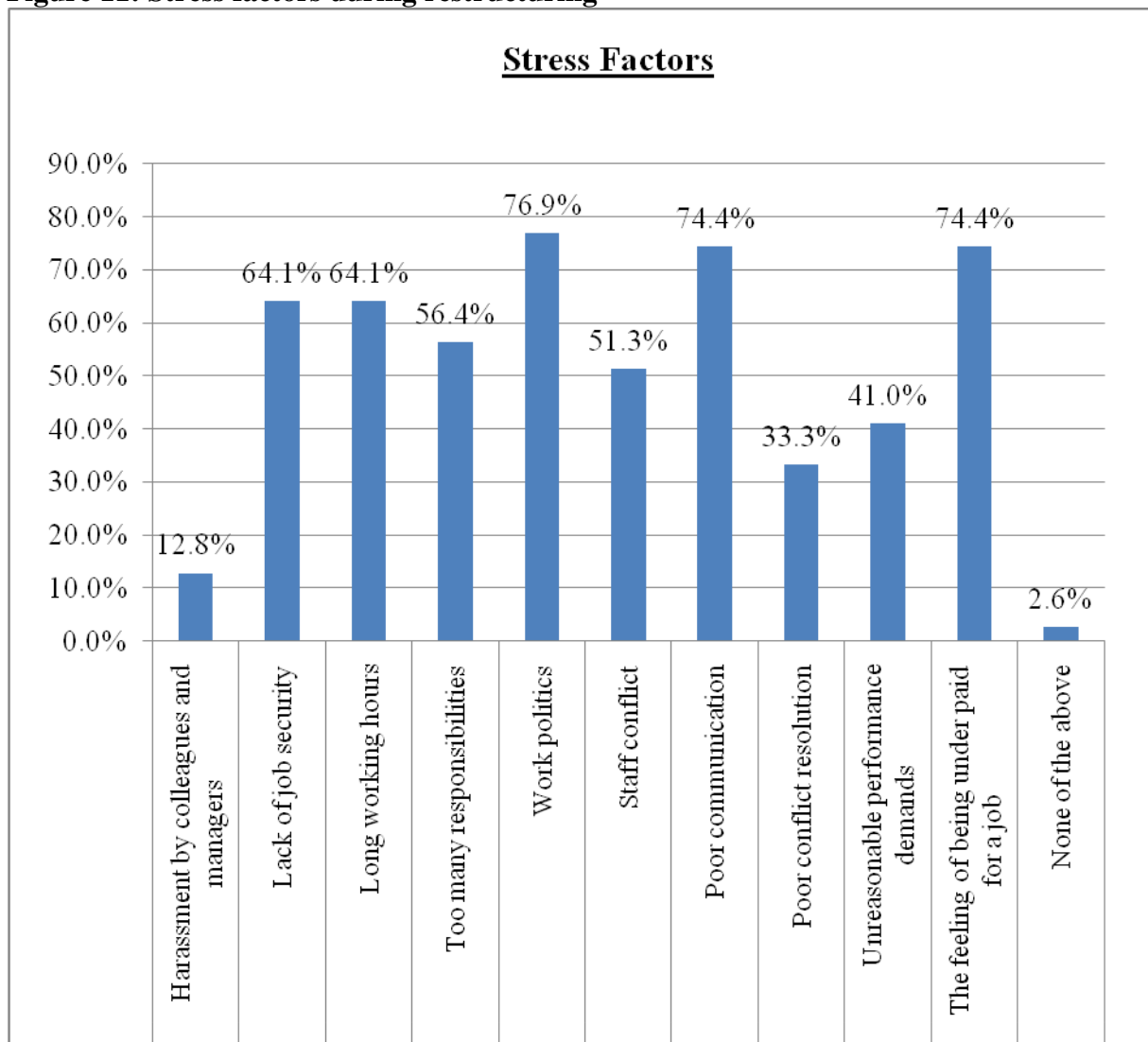
Question 2: The findings of the second question in Section Three of the survey are presented in Figure 11, below. The survey participants were asked the question “Which of the following stress factors have you experienced during the restructuring process”? This question required participants to mark as many of the stress factors that applied to them.

Three main areas of concern for management that they should address are: work politics at 76.9% followed by poor communication at 74.4% and the feeling of being underpaid for a job at an equal rating of 74.4%. These were considered as the top three stress factors by staff as a result of restructuring.

A lower consensus, but still a factor for concern for management, showed lack of job security at 64.1% and longer working hours with an equal rating of 64.1% as other stress factors as a result of the restructure.

Management will have to address longer working hours as soon as possible because of the consequences it might have with the OSH Act. On the other hand harassment by colleagues and managers was given the lowest stress factor priority at 12.8% by the respondents.

Figure 11: Stress factors during restructuring



Respondents were asked if they had any other comments that they would like to state relating to stress factors they have experienced resulting from the restructure. Responses to this section of the question comprised of a number of different comments by respondents. The most common remarks made by the respondents are stated in the table below.

Table 13: Other staff comments on stress resulting from the restructure

Other (please specify):-
<ul style="list-style-type: none"> • Lack of support from manager.
<ul style="list-style-type: none"> • Lack of leadership and cynicism from line managers.
<ul style="list-style-type: none"> • Lack of confidence in senior management.
<ul style="list-style-type: none"> • Lack on meaningful consultation and understanding of what is working effectively, change that is not steeped in clear thinking and fact, short term fiscal drivers rather than pedagogical sense, the lack of acknowledgment that staff on the ground need to buy into change as they are the implementers. This list could go on - get your hands on the submissions made to the academic leadership and admin review.

This result supports H1 that restructuring has raised stress during the restructuring of Faculty A.

4.3.3 Section Four: Organisational restructure related issues

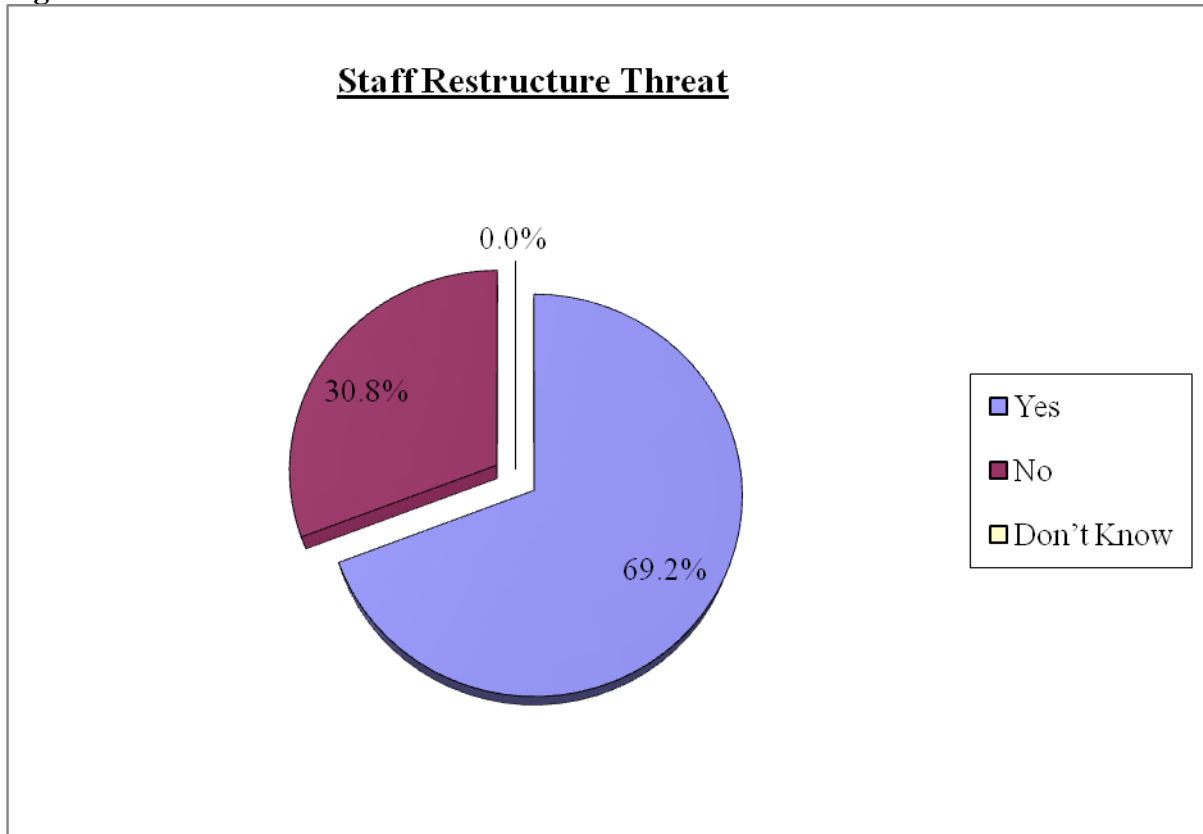
The fourth section of the survey comprised of questions describing organisational restructure related issues.

Question 1: The findings of the first question in Section Four of the survey are presented in Figure 12, below.

The survey participants were asked the question “Did you feel threatened by the restructure”? This question required participants to answer by agreeing to the statement as in “Yes” or then disagreeing to the statement as in “No”.

The result shows that majority of the staff members (69.2%) agreed to the fact that they felt threatened by the restructure. The remaining 30.8% of respondents on the other hand disagreed with the statement and did not believe that they were threatened by the restructure.

Figure 12: Restructure threat



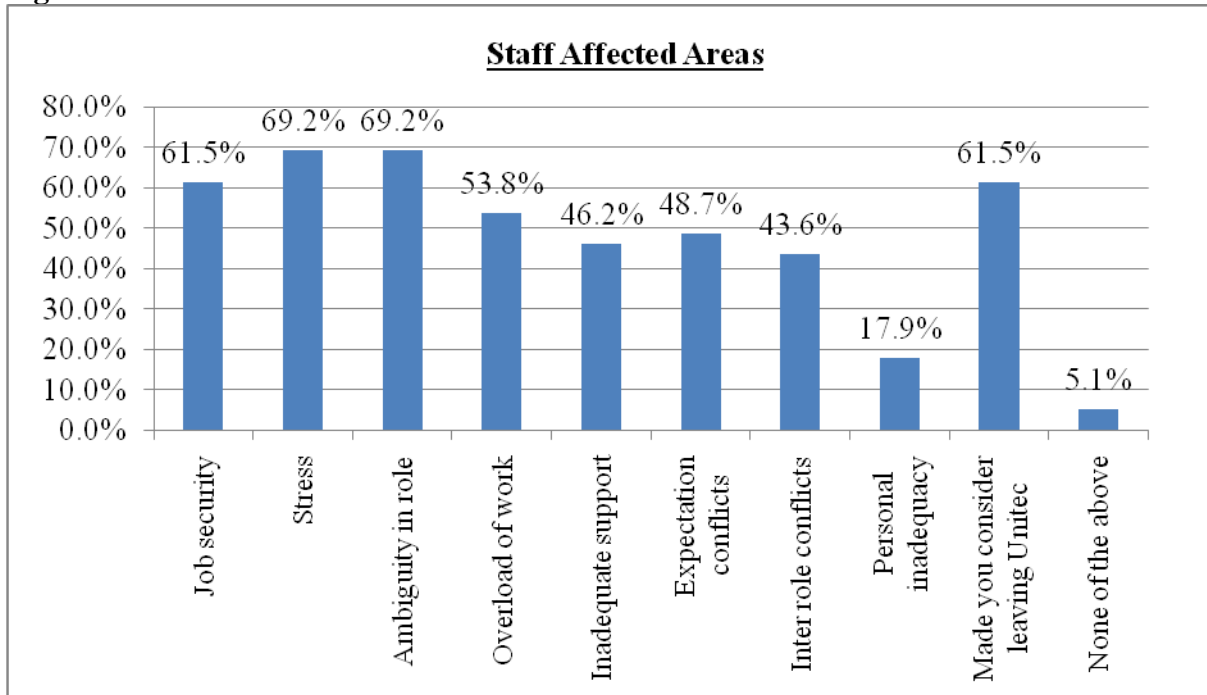
Question 2: The findings of the second question in Section Four of the survey are presented in Figure 13, below.

The survey participants were asked the question “Did restructuring effect you in any of the following areas”? This question required participants to mark as many of the staff affected areas that applied to them.

The result illustrate that stress and ambiguity in role were both given an equal rating of 69.2% and were considered as the most affected areas by staff as a result of restructuring.

A lower consensus showed job security and staff considering leaving the TEO with an equal rating of 61.5% as other main affected areas followed with work overload at 53.8% as a result of the restructure. On the other hand the area of personal inadequacy was given the lowest priority of 17.9% by the participants.

Figure 13: Staff affected areas



When asked if staff had any additional comments that they would like to make about the restructuring process that was undertaken at the TEO, some staff members stated that top management did not completely abide by the organisations code of conduct. Staff commented about a number of issues of conduct that were violated and overlooked by top management. These comprised of the following:

- Staff members were not treated fairly with dignity and respect during the restructuring process.
- There was lack of open dialogue between management and staff.
- There was inequity within the organisation during the restructuring.
- There was poor management support with regards to resolving problems.

Question 3: The findings of the third question in Section Four of the survey are presented in Table 14, below.

The survey participants were asked the question “Do you have any additional comments that you would like to make about the restructuring process that has been undertaken at the organisation”? This was an open ended question that required participants to answer the question to obtain their point of view.

Responses to this question comprised of a number of different comments by participants which are stated in the table below.

Table 14: Additional staff comments on restructuring process

<ul style="list-style-type: none"> • Progress is far too slow.
<ul style="list-style-type: none"> • There is no strategic vision to justify.
<ul style="list-style-type: none"> • The restructure is being carried out to save money not to improve performance.
<ul style="list-style-type: none"> • There is lack of honesty and transparency of process, role change and institutional expectation.
<ul style="list-style-type: none"> • It is very difficult to constantly adjust to a continuously shifting, yet poorly articulated, process with no clear objective or end point.
<ul style="list-style-type: none"> • The consultation has been farcical. There has not been enough detail in the documents to allow considered feedback, however it has allowed the panels to say that what we read into it, was not what they meant.
<ul style="list-style-type: none"> • The restructuring has largely been a waste of time in achieving financial savings.
<ul style="list-style-type: none"> • The people driving the reorganisation have demonstrated little or no understanding of how to restructure or even manage an organisation of this size.
<ul style="list-style-type: none"> • The people driving the reorganisation have demonstrated a lack understanding or a total disregard of the main function (to provide education) of the organisation.
<ul style="list-style-type: none"> • The feedback that staff provided has been ignored and treated with contempt.
<ul style="list-style-type: none"> • The serious consequences now arise where many staff, no longer feel a connection with or that they are part of the organisation.
<ul style="list-style-type: none"> • There was poor change management with lack of real consultation.
<ul style="list-style-type: none"> • Restructuring administrators opinions have not been taken into consideration by the steering committee.
<ul style="list-style-type: none"> • The restructuring was not necessary as only a few minor changes could have put things in perspective.
<ul style="list-style-type: none"> • The restructure was not undertaken sensitively with regards to staff.
<ul style="list-style-type: none"> • Staff members from the last restructure have hardly been given the time to settle in their new roles.
<ul style="list-style-type: none"> • The restructure has been carried out to increase profit margins and not performance.
<ul style="list-style-type: none"> • A lot of the feedback provided has not been taken into consideration.

Some other comments that staff made on the restructuring process are as follows:

Other comments:-
<ul style="list-style-type: none"> • Communication to staff regarding Admin review has been insufficient: proposals are lacking information and containing conflicting information.
<ul style="list-style-type: none"> • There is lack of confidence in the new executive staff members that are involved on the panel.
<ul style="list-style-type: none"> • Many top management staff have displayed negative reactions and body language when questioned about the restructure. This has made other staff members asking the questions feel insignificant and unheard.
<ul style="list-style-type: none"> • Poor recruitment decisions & ignoring critical staff feedback has alienated staff.
<ul style="list-style-type: none"> • The manner in which the restructure has been and is being undertaken has influenced staff perspectives with regards to the image they have about the organisation.
<ul style="list-style-type: none"> • The esteem of research has plummeted due to the current restructure.

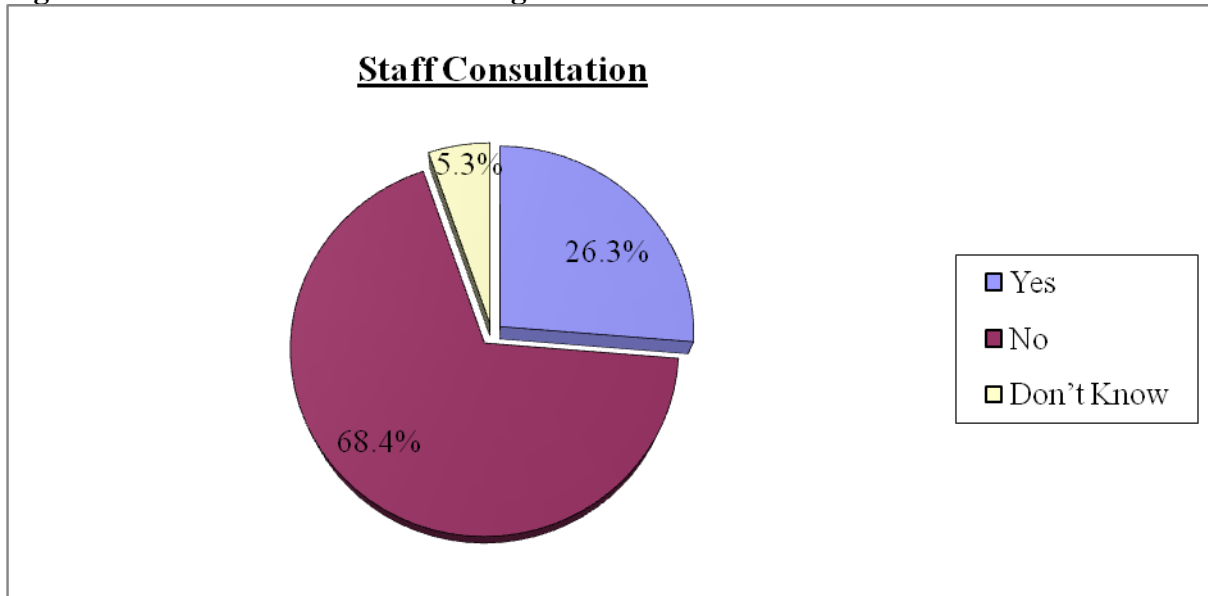
4.3.4 Section Five: Change and staff performance related issues

The fifth section of the survey comprised of questions describing change and staff performance related issues. Question 1 to Question 5 in Section Five required respondents to answer by agreeing to the statement as in “Yes” or then disagreeing to the statement as in “No”. Respondents were also given the option to neither agree nor disagree with the statement.

Question 1: The findings of the first question in Section Five of the survey are presented in Figure 14, below. The survey participants were asked the question “In your view, was there adequate consultation within the organisation about the changes taking place and how they were likely to affect you”?

The result shows that more than two thirds of the staff members (68.4%) disagreed to the fact that they were consulted adequately about the changes that were likely to take place during the restructure. A mere 26.3% of respondents on the other hand agreed with the statement that they were consulted adequately about the changes while 5.3% of respondents neither agreed nor disagreed with the statement.

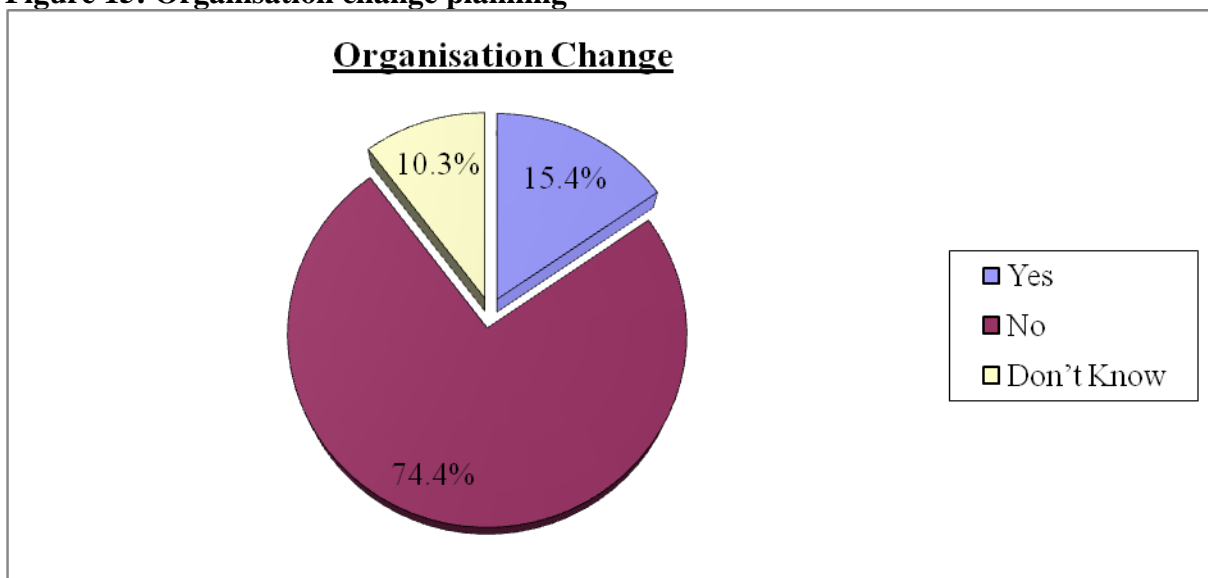
Figure 14: Staff consultation on change



Question 2: The findings of the second question in Section Five of the survey are presented in Figure 15, below. The survey participants were asked the question “In your view, was change at this organisation carefully considered and well-planned”?

The result overwhelming shows three quarters of the respondents (74.4%) **disagreed** to the fact that change was carefully considered and well-planned during the restructure. This should be another major concern for management. Only 15.4% of respondents on the other hand agreed with the statement that change was carefully considered and well-planned while 10.3% of respondents neither agreed nor disagreed with the statement.

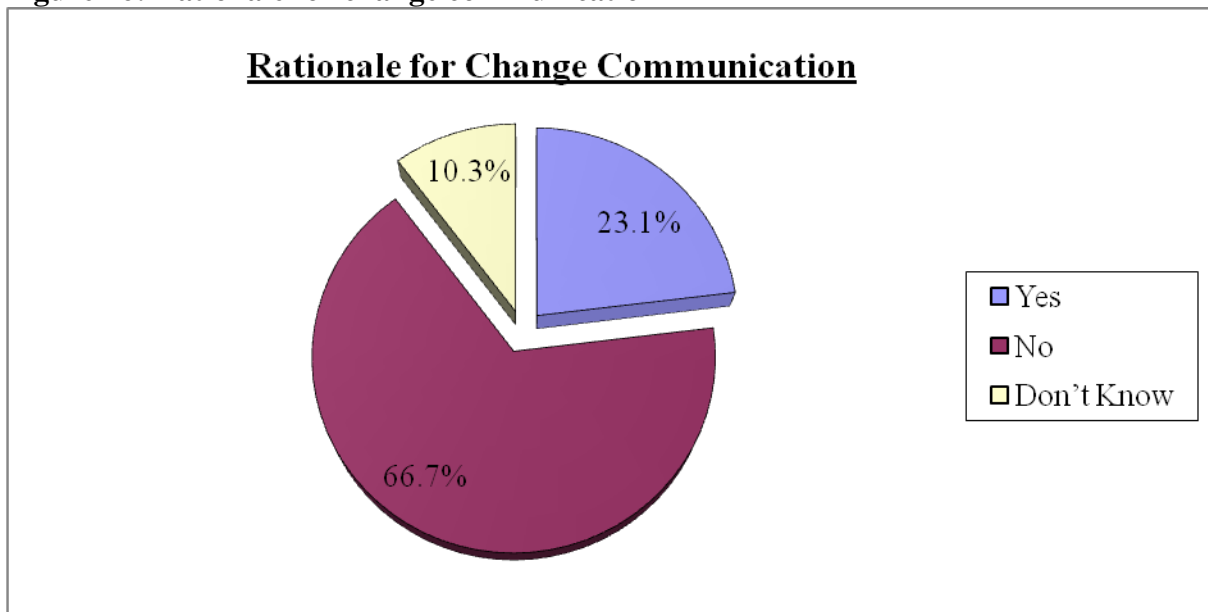
Figure 15: Organisation change planning



Question 3: The findings of the third question in Section Five of the survey are presented in Figure 16, below. The survey participants were asked the question “In your view, was the rationale for change effectively communicated to employees”?

With the poor communication result described in Section Three, Question 2 (p.66), above, it is not surprising that the result shows that two thirds of the respondents (66.7%) disagreed to the fact that the rationale for change was effectively communicated to employees. Just 23.1% of respondents on the other hand agreed with the statement while 10.3% of respondents neither agreed nor disagreed with the statement.

Figure 16: Rationale for change communication



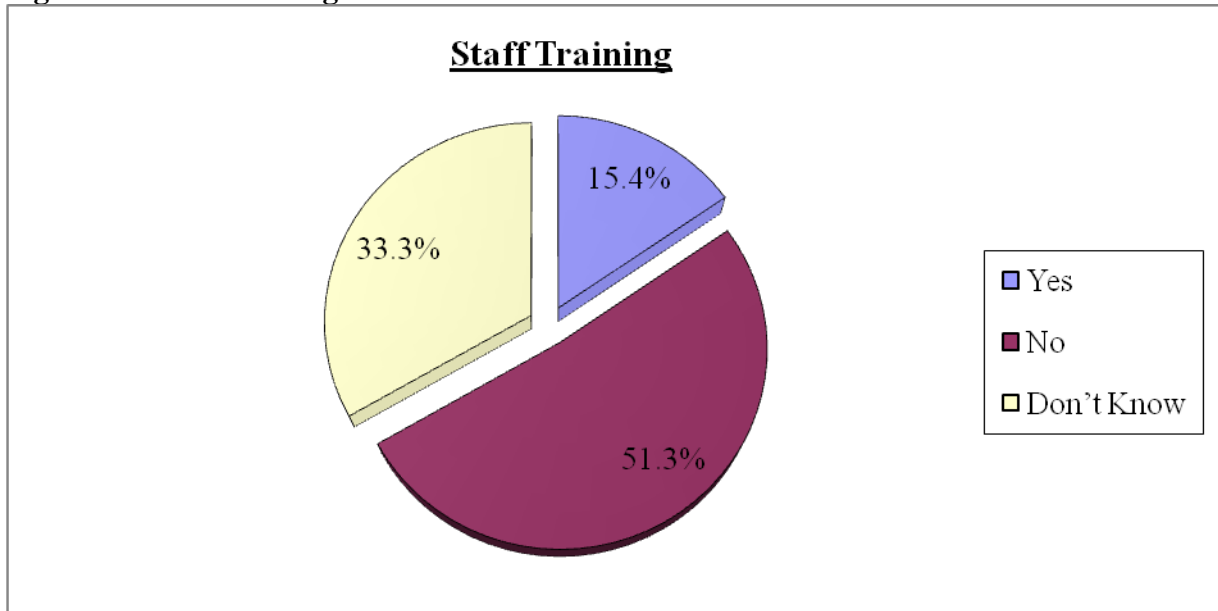
Question 4: The findings of the fourth question in Section Five of the survey are presented in Figure 17, below. The survey participants were asked the question “In your view, has staff received adequate training to keep up with the changes within the organization”?

The result shows that more than half of the respondents (51.3%) disagreed to the fact that they received adequate training to keep up with the changes within the organisation.

An insignificant 15.4% of respondents on the other hand agreed with the statement that they received adequate training while surprisingly a third (33.3%) of respondents neither agreed nor disagreed with the statement.

It can be deduced that the high percentage of respondents neither agreeing nor disagreeing with the statement is because the restructure is still in process and many staff members at present still don't know the outcome of the change and how it is likely to affect them and their current role according to the feedback obtained from the questionnaire.

Figure 17: Staff training

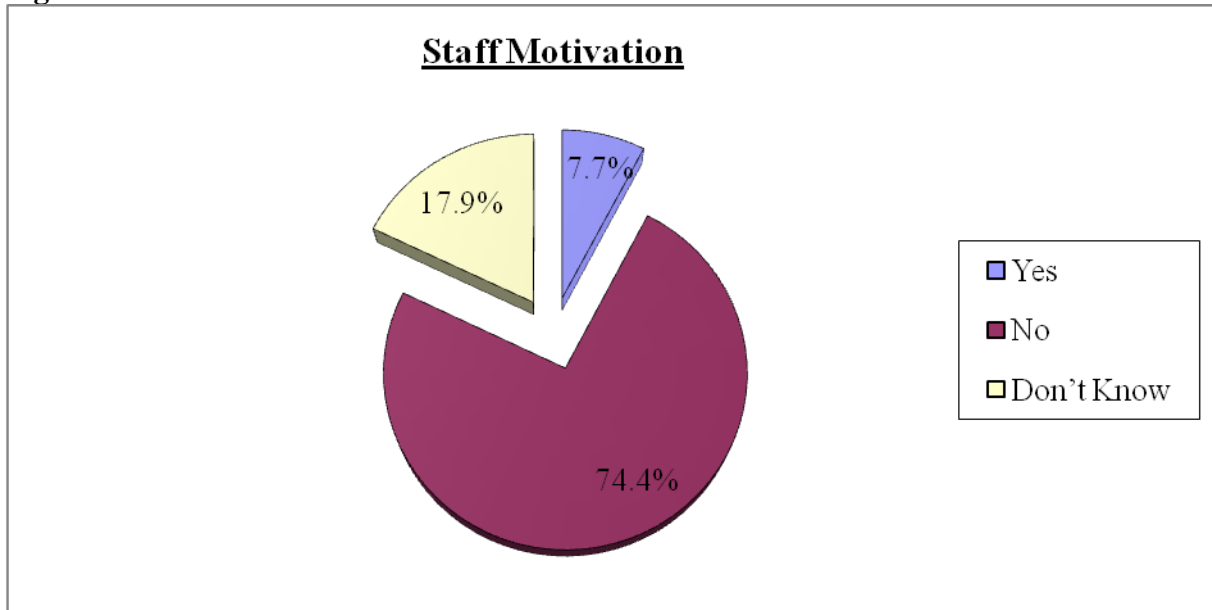


Question 5: The findings of the fifth question in Section Five of the survey are presented in Figure 18, below. The survey participants were asked the question “In responding to change, do you think that the leadership team does a good job of keeping employees motivated”?

It will surprise the Leadership Team of the TEO to know that three quarters of their staff (74.4%) in Faculty A disagreed to the fact that the leadership team did a good job of keeping employees motivated. Just 7.7% of respondents agreed with the statement while 17.9% of respondents neither agreed nor disagreed with the statement.

It can be deduced that staff were uninformed due to the poor communication (see Section Three, p.65) about the relevance or the necessity for another re-structure; some respondents did say that they haven't settled in yet from the previous re-structure. Staff should be kept informed, be part of the re-structure and motivated at all times.

Figure 18: Staff motivation



The results obtained in Section Five support H2 that stress correlates with staff performance in an organisation during restructuring.

4.3.5 Section Six: Stress management issues

The sixth section of the survey comprised of questions describing stress management related issues. Question 1 to Question 3 in Section Six required respondents to mark as many of the job performance affected areas, stress management factors and stress overcoming methods that applied to them.

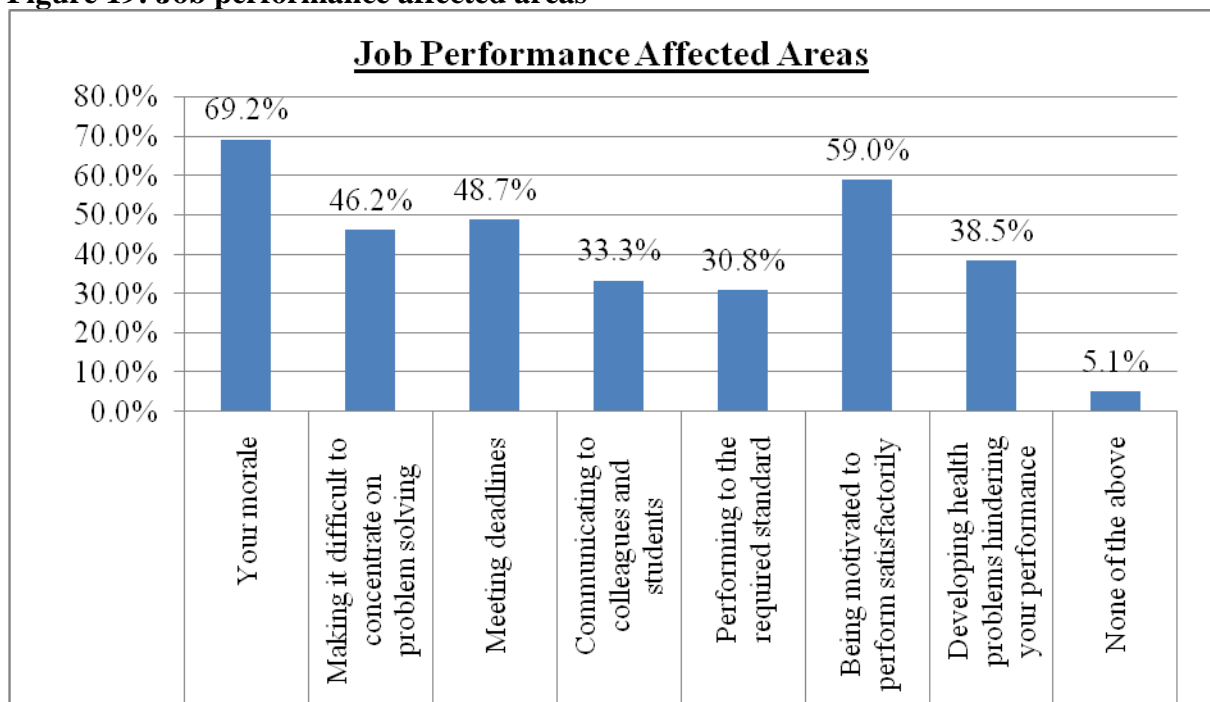
Question 1: The findings of the first question in Section Six of the survey are presented in Figure 19, below. The survey participants were asked the question “According to you, has stress affected your job performance in your morale, problem solving, meeting deadlines, communicating to colleagues and students, performance, motivation, developing health problems or none of them”?

It was found that morale was the highest affected area relating to job performance which was given a rating of 69.2% by respondents as a result of restructuring. It can be deduced that morale is linked to the percentage of respondents (78%) who indicated that they consider to leave the organisation, in other words to loyalty.

A lower consensus showed being motivated to perform satisfactorily at 59% and meeting deadlines at 48.7% along with difficulty to concentrate on problem solving at 46.2% were other job performance affected areas as a result of the restructure.

Performing to the required standard was given the lowest priority of 30.8% by the respondent's and is something that management must take seriously into account. It can be deduced that the respondents lost some of their interest in standards due to the continuous restructuring at the TEO. It is another serious area for management to address and it is definitely linked to the problem with morale and loyalty as pointed out above in Section Two, Question 5.

Figure 19: Job performance affected areas



When asked how stress had affected staff job performance, besides the stated areas in the question, staff commented on the following issues:

<u>Other:-</u>
• Stress has resulted in numerous doctor-involved stress episodes.
• Stress has led to lack of confidence in management impacts on all the above.
• Stress has resulted in high blood pressure.
• Stress has resulted in migraine.

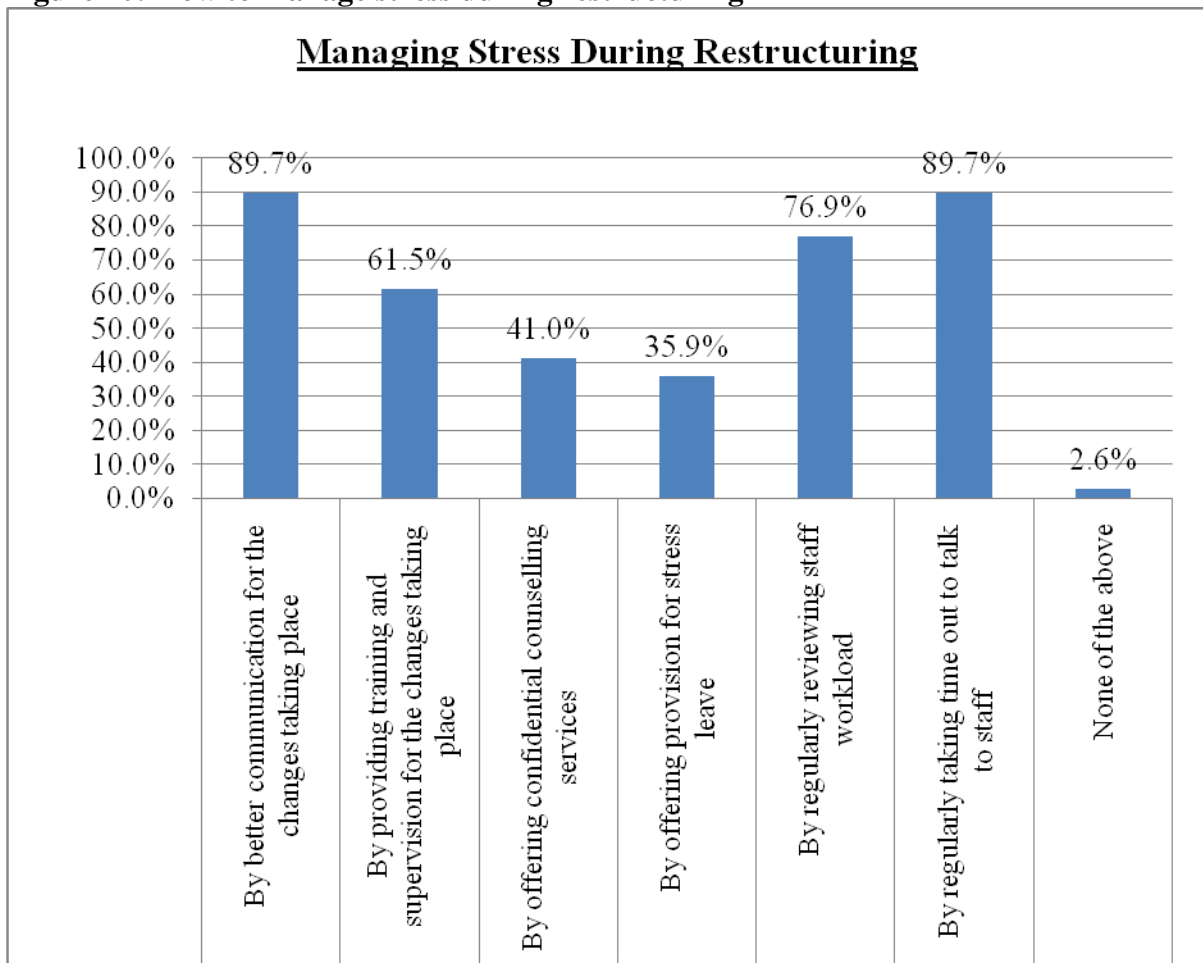
Question 2: The findings of the second question in Section Six of the survey are presented in Figure 20, below. The survey participants were asked the question “In your opinion, how can stress be managed and minimised in an organisation during restructuring?”

The results illustrate that communication for the changes taking place along with regularly taking time out to talk to staff were given the highest and equal rating of 89.7% by respondents in order to minimise and manage stress more effectively during restructuring.

A slightly lower percentage showed that regularly reviewing staff’s workload at 76.9% and providing training and supervision for the changes taking place at 61.5% along with offering confidential counselling services at 41% were other stress management techniques.

Offering provision for stress leave was given the lowest priority of 35.9% by respondent’s which is still at a high and is something that management must take into consideration.

Figure 20: How to manage stress during restructuring



When asked how stress can be managed and minimised in an organisation during restructuring, besides the stated areas in the question, staff commented on the following issues:

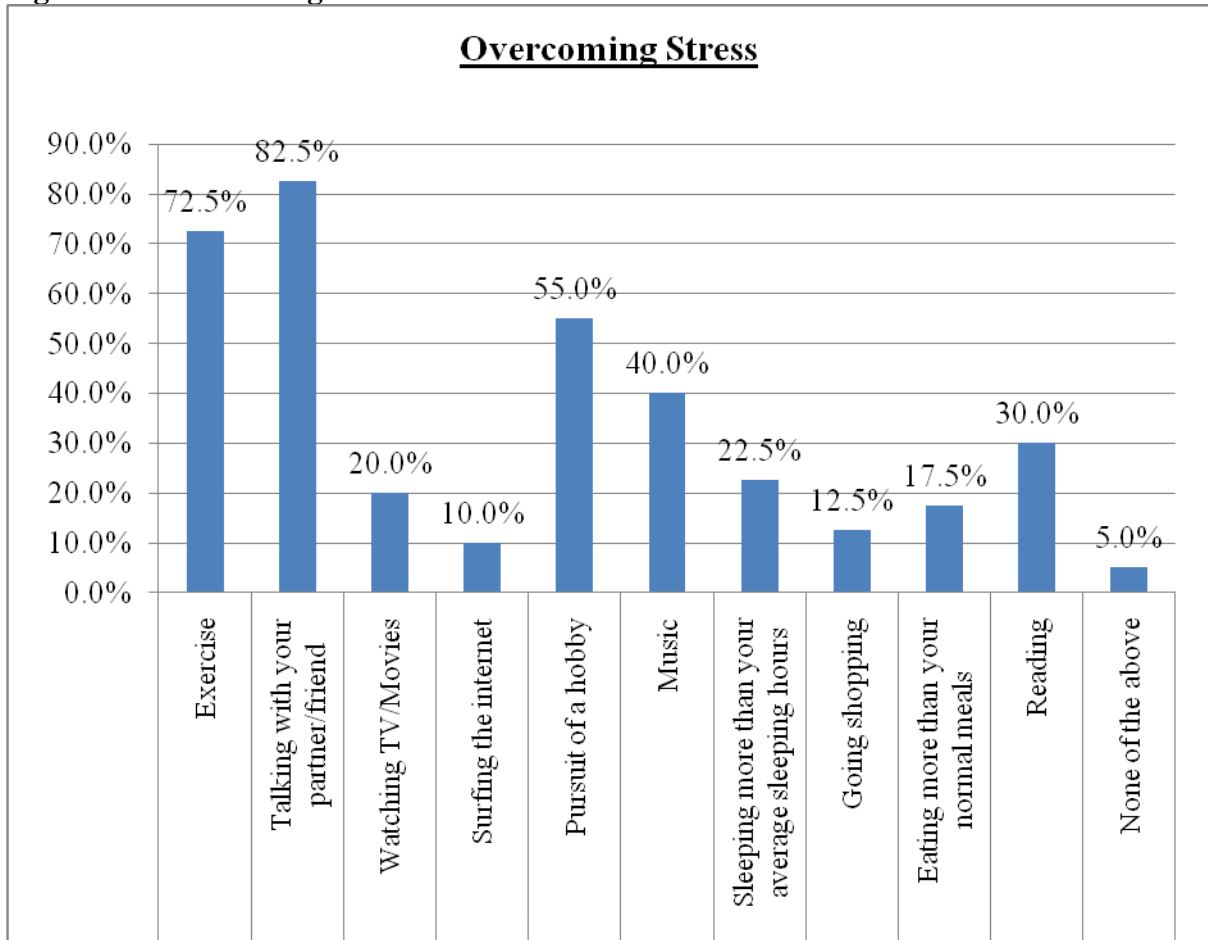
<u>Other:-</u>
<ul style="list-style-type: none"> • By speeding the process as far as practicable.
<ul style="list-style-type: none"> • By understanding the organisation BEFORE restructuring takes place.
<ul style="list-style-type: none"> • By ensuring equal workloads as some particularly admin staff are doing much higher workloads than others, only because they are more capable which is unfair.
<ul style="list-style-type: none"> • By managers ensuring support and encouragement that is given to administration staff.
<ul style="list-style-type: none"> • Making senior management aware of people's stress.
<ul style="list-style-type: none"> • The rationale for changes is no longer clear. There are no clear institutional goals. ACT on staff feedback. Some know much more than their managers. We know the consequences if it goes wrong - qualifications are compromised and students migrate for e.g. latest BAF & BS experience.
<ul style="list-style-type: none"> • Any change is stressful, no matter how many communications there are. But certainly lots of communication will help alleviate the stress to an extent.

This result supports H3 that stress can be managed among staff during organisational restructuring, hence addressing the Main Research Question which is “What stress factors could be managed to enhance staff performance in an organisation during restructuring?”

Question 3: The findings of the third question in Section Six of the survey are presented in Figure 21, below. The survey participants were asked the question “If you experienced stress during the restructuring time, which of the following do you think assisted you in overcoming your stress”?

The results illustrate that talking with a partner/friend (82.5%), exercising (72.5%), pursuit of a hobby (55%) and listening to music (40%) are some of the ways of reducing and overcoming stress within an organisation during restructuring.

Figure 21: Overcoming stress methods



When asked how stress can be overcome, besides the stated areas in the question, staff also commented on the following methods:

<u>Other:-</u>
By having some quiet time.
By studying.
By being able to talk directly to the Dean.

According to a study carried out by Dewe and O’Driscoll, (2002) staff can also overcome stress during restructuring if managers and leaders provide appropriate training, monitor staff workload, develop social structures, clarify role ambiguity, offer counselling services, monitor communication, offer supervision of stress leave and indulge staff in social activities from time to time.

4.4 Chapter Summary

Chapter 4 analysed the findings of the survey to identify the factors that cause stress within organisations and determine how stress can best be managed within organisations undergoing restructuring. Data pertaining to this study was collected from staff comprising of managers, administration and lecturers of the TEO. The survey used to collect data was categorised in six parts.

The survey also comprised personal profiles of staff in Section One of the questionnaire to verify if any relationships existed with regards to their years of service, their designation level and so forth.

All issues relating to the demographic data that stood out was analysed and discussed in this section. This provided an overall understanding and depiction of the participant's personal profile with regards to this research. Some of the main issues raised by respondents comprised of workload dissatisfaction, job insecurity, lack of personal time, unclear roles/tasks, limited scope of promotion, inability to perform better, management distrust and disagreement with organisation policies.

The next chapter, Chapter 5 further analyses and discusses all the findings of the results obtained for Sections Two to Six of the questionnaire more comprehensively.

CHAPTER 5 Discussion

5.1 Overview

The previous chapter referred to the results and findings of the research. Chapter 5 is the discussion chapter where the end-results are further analysed with literature review. The aim of this research is to help staff and organisations to get an insight on the various situations that give rise to stress. This study recommends guidelines to help manage stress within an organisation. It also aims to identify how stress and performance relate to each other.

This chapter further examines and discusses the results obtained from the questionnaire in the previous chapter. The discussion is carried out by relating the results to the eight issues that cause stress among staff during restructuring with additional literature review.

According to research the eight common factors that cause stress during organisational restructuring are as follows and in no specific order:

1. Work overload
2. Job security
3. Longer working hours
4. Role knowledge
5. Inter-role conflicts
6. Lack of training
7. Lack of management support
8. Organisational commitment

This chapter also answers and discusses the findings of the other four issues asked in the survey. These issues relate to stress, stress management, organisational restructuring and lastly change and staff performance which also relates to the Main Research Question of what stress factors could be managed to enhance staff performance in an organisation during restructuring.

5.2 Profile of Academic Staff

The findings indicate that management constitutes a small proportion of staff when compared with lecturers and administration. The reason for this is because as in any other organisation management is responsible for overlooking the functioning of many subordinates within the various departments of an organisation. Thus, depending on the size of an organisation there aren't too many staff members on managerial level as compared with other work categories.

The results obtained from the survey as described in Table 11 in Section 4.3.1 of the report including Table 13 in Section 4.3.2 state that there has been lack of management support and cynicism from line managers. Feilder et al., (2008) state that the role of management also encompasses the task of reducing stress by monitoring their own behaviour, identifying work stresses and dealing with the stresses to effectively manage staff.

The findings signify a high turn-over of staff. Most staff members (77%) have been employed for less than a period of ten years. Forrier and Sels, (2003) have reported that staff that have more opportunities for promotion tend to stay longer with an organisation. This is consistent with the results obtained from this study which establishes that the scope of promotion is limited within staff roles due to restructuring as stated in Table 9. Furthermore, high staff turnover can result in large number of vacancies being unoccupied and vacant without appropriate training. The need for appropriate training has been identified as another concern among staff based on the results obtained for question six which is presented in Section 4.3.1.

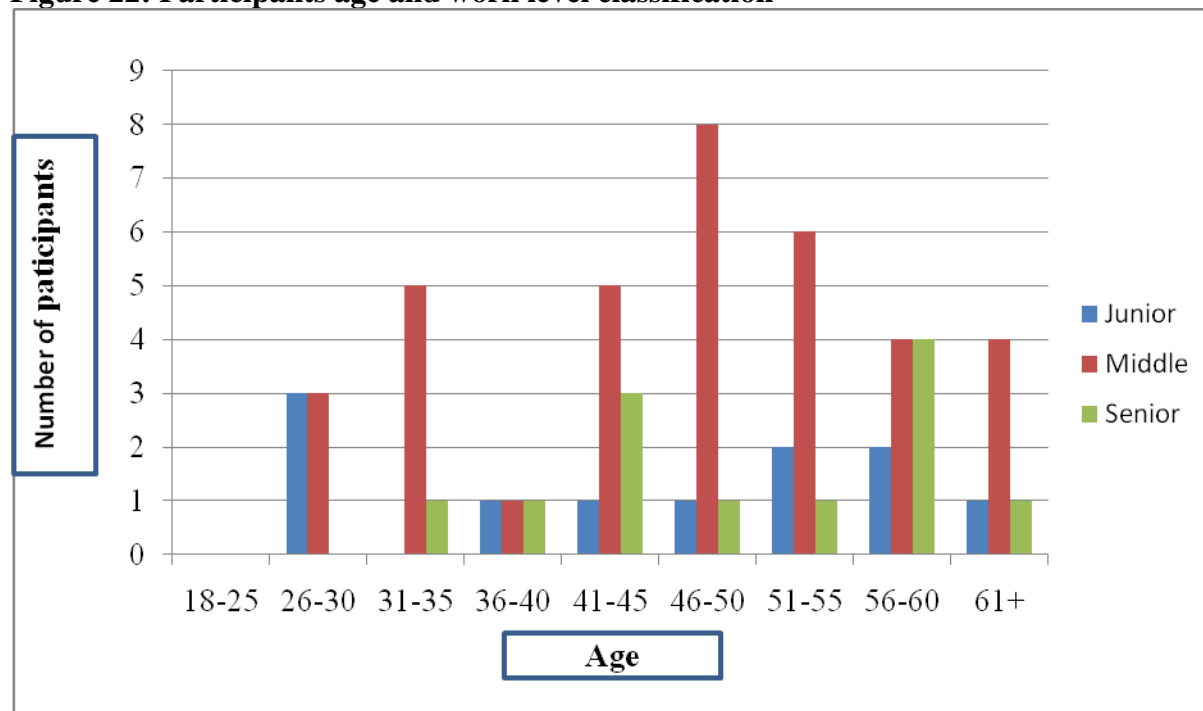
What has not been identified from the data is why there is such a high turn-over of staff. However, it can be deduced as even depicted in Figure 20 in Section 4.3.5 of the report that having open communication channels, providing appropriate training and supervision, regularly reviewing staff workload, regularly conversing with staff, provision of stress leave and counselling services, flexible work options and pay as also supported and stated by Macky in Section 2.2.5 can help enhance staff retention and commitment (Curtis & Wright, 2001).

A cross tabulation of age with staff work level found a good mix of respondents within all age groups starting from age 26 and over. It was also found that on average 74% respondents at all levels (junior, middle and senior) are over the age of 40.

Table 15: Participants age and work level classification

<u>Age</u>	<u>Junior (No. of participants)</u>	<u>Middle (No. of participants)</u>	<u>Senior (No. of participants)</u>	<u>Total</u>
18-25				
26-30	3	3		6
31-35		5	1	6
36-40	1	1	1	3
41-45	1	5	3	9
46-50	1	8	1	10
51-55	2	6	1	9
56-60	2	4	4	10
61+	1	4	1	6
				Sum=59

Figure 22: Participants age and work level classification



Although the results of this research shows that most of the respondents is over the age of 40, this could represent that the TEO has the competency that it requires to continue being a superior organisation with great management capabilities as general business wisdom and expertise is believed to come through work experience and age (Raich, 2002).

5.3 Questionnaire Feedback Discussion

Besides the five main areas of this research, this study is also based on three hypotheses as stated below:

H1- Restructuring has raised stress during the restructuring of Faculty A.

H2- Stress correlates with staff performance in an organisation during restructuring.

H3- Stress can be managed among staff during organisation restructuring.

5.3.1 Section Two: Common stress factors during organisational restructuring

The benefits of recognising and classifying these factors focuses on Area 3 and Sub-Question 3 of this research as discussed in Section 1.2 of this report to determine the impact of restructuring on staff.

Question 1: Work overload: The results obtained from the survey clearly illustrate the main points of concern. Although 76% of the respondents “time to time, often and always” felt that they were satisfied with their workload during the restructure while 42% “never and rarely” felt that they could not cope with their work in their current role. However, 75% of respondents on the other hand “time to time, often and always” felt that they have been assigned too many responsibilities due to the restructure (see Table 5).

Even though many business lines are eliminated and staff can be made redundant through downsizing during restructuring, the basic work that needs to be performed remains the same. Thus, staff that survive the downsizing are usually faced with the dilemma of extra work which means longer working hours and the consequences of which are discussed in Question 3, Section Two.

Appelbaum et al., (1999) state that most of the time staff are not even trained to carry out their tasks effectively and are overwhelmed by the new structure. This can have a significant impact on staff’s physical and mental state of mind creating a feeling of incapability as also supported by Newton and Jimmieson in Section 2.2.1. It can lead to work mistakes and accidents which can increase the production costs as a result of rectifying mistakes.

The above stated authors continue to state that work overload can affect customer relations as staff try to manage their work at the cost of customer service. For a tertiary institution this can mean loss of potential students whom might choose an alternative institution to study. Work overload as a result of poor planning (as also discussed in Section 5, Question 2) can further frustrate staff resulting in sudden anger outbursts.

Hence, to ensure that remaining staff are not over loaded with work can be achieved by encouraging team work and implementing new technologies/software. Many organisations that undergo restructuring also tend to redesign and redefine the type of work and way in which it is achieved as redesigning is the primary goal during restructuring to efficiently achieve a desired task (Appelbaum et al., 1999).

If staff workload is not managed, they will soon feel burnt out which will result in stress of not being able to achieve their tasks within the given time frame. Work overload can impede staff ability to increase their contribution and value to an organisation (MacDermid, Lee, Buck & Williams, 2001).

Question 2: Job security: The results obtained from the survey clearly illustrate the main points of concern that 60% of respondents “never and rarely” felt secure of their jobs during the restructure. A total of 54% of the respondents in the “never and rarely” category felt that they were given ample opportunity to participate in decision making and also “never and rarely” believed (54%) that the restructuring process was fair and just with regards to redundancies (see Table 6).

Yousef, (1998) stated more than a decade ago stated that job security is positively correlated with job commitment and job performance. Job security is considered a vital determinant of staff health with regards to their physical and psychological wellbeing, staff turnover as also stated by Fairbrother in Section 2.1 and Wilson in Section 1.1, staff retention and organisational commitment. The author further states that staff that feel secure of their jobs are more likely to work harder to achieve the organisational goals producing superior results as job security also has an influence on the quality of work outcome produced by staff.

This is further evident from recent studies of Robbins, Bergman, Stagg, & Coulter, (2009) who state that organisations that involve their staff in the decision making process while

providing them high job security can diminish the fear of being fired. This can develop certain characteristic traits among staff such as positive thinking (psychological wellbeing), increased self confidence, commitment, and persistence.

Lastly, there are many programs to manage occupational stress for e.g. time management programs, counselling services, wellness programs and so on as even stated by Treven and Potocan in Section 2.2.5. However, many staff might decide not to participate in such programs simply because they might hesitate to ask for help if a major source of stress is related with job security. The stigma that is related with stress discourages staff to admit that they are stressed to avoid being perceived as if they are incapable to cope with their work demands (Robbins et al., 2009).

Question 3: Longer working hours: The results obtained clearly illustrate that 78% of the respondents in the “time to time, often and always” categories felt that their new role interfered with their personal life and interests (e.g. social, religious and family). A total of 73% of the respondents also in the “time to time, often and always” category felt that their workload prohibited them from having a good work/life balance (see Table 7).

Long working hours, which was also given a high rating by 64.1% of respondents, is another contributing factor to stress. Robbins et al., (2009) state that long working hours has been identified as a work-related disease that has reached an all time high according to the Japanese Minister of Health, Labour and Welfare leading to “karoshi” (death from overwork). The authors continue to state that staff stress levels if not managed by an organisation can have a major impact on their health as even mentioned by Gail in Section 2.2.4.

In October 2002 a report by the British Medical Journal found that staff spent long work hours in high pressure jobs were twice likely to die from a heart stroke (Robbins et al., 2009). They further state that long working hours can also cause problem in balancing work and family issues which could lead to psychological symptoms such as anxiety, mood swings and could further develop into depression and suicidal tendencies. This is also stated and supported by Newton and Jimmieson in Section 2.2.1 and Larson in Section 2.2.4. Hence, it is important for management to regularly review staff workload especially during

restructuring as also discussed in Question 1 for everyone's physical and psychological well being and to ensure a good work/life balance is maintained among staff.

Question 4: Role knowledge: The results clearly illustrate that 52% of the respondents in the “never and rarely” categories felt that they had a good understanding about their responsibilities and priorities with respect to their new role. A total of 57% of the respondents also in the “never and rarely” category felt that their current role had been defined clearly and in-depth while 76% of respondents in the “time to time, often and always” category felt that several aspects of their current role are vague and unclear (see Table 8). This confirms that role clarification has not been clearly addressed within the organisation.

Role knowledge should be clearly defined to enable staff better understand their work role demands. The various role knowledge methods that an organisation can adopt comprise of job expectation (JET) and role analysis techniques (RAT). This requires firstly identifying the people that will define a particular role. Secondly, the role holder should be given the opportunity to discuss their perceived work responsibility. During this process an organisation development (OD) practitioner can also be present as a process consultant to reduce defensiveness while facilitating interaction.

Thirdly, when the role has been defined, the role holder should bear responsibility for writing the activities that constitute the role and further distribute a copy to respective staff to ensure that they clearly understand and agree with the role tasks. Fourthly, managers must regularly check that the role is being carried out as intended and if not; modifications to a role should be made if deemed necessary (Waddell, Cummings, Worley, 2007).

Waddell et al., (2007) state that role clarification have been successfully used by many organisations such as Johnson & Johnson, Alcoa and so forth to assist management to arrive at mutually agreed roles for staff. Role knowledge and/or role clarification is extremely important during restructuring when new or diverse roles are developed as it can lead to stress as also supported by Kenmore in Section 2.2.2. If used in the right manner as discussed above, role knowledge can tremendously help reduce stress, role ambiguity and enhance job satisfaction while improving interpersonal relations among staff which in-turn can improve productivity.

Question 5: Inter role conflicts: The results clearly illustrate that 72% of the respondents in the “time to time, often and always” categories felt that their role has been reduced in importance after the restructure. A total of 78% of the respondents also in the “time to time, often and always” category felt that after the restructure their peers and they in their new roles tend to have more conflicting issues. 81% of the respondents in the “time to time, often and always” category also felt that the scope of promotion is limited within their role due to restructuring while 78% felt that they are too pre-occupied with their current role to take up higher or more responsibilities (see Table 9).

During restructuring, conflicting issues tend to arise among staff. Human Resource Management (HRM) should try and determine an appropriate way of dealing with change. Walmsley as cited in Du Plessis, Nel, Struthers, Robins and Williams, (2007) states that HR staff must have good knowledge of an organisation’s culture to manage the two important aspects of it comprising of staff responses to problems and the way in which conflict is managed. Managing conflict efficiently can enhance an organisation’s work environment. Proficient HR staff should act as the “health monitors” of an organisation by behaving in a proactive manner to ensure that all conflicting issues are solved during the change process (Anstey, 2008; Du Plessis et al., 2007).

Management must understand that work relationships take a long time to form and are difficult to replicate because of their complexity. Although they are difficult to quantify, they are of significant strategic value to an organisation. Boxall and Purcell as cited in Du Plessis et al., (2007) state that while managers are regarded as a critical employee group, it is HRM that should be in charge of managing all staff and groups.

HR can achieve and manage staff effectively and add value to an organisation by excelling in three areas comprising of firstly, knowledge required for e.g. training, rewards and compensation, career development, employment relations, and understanding human behaviour. Secondly, skills required for e.g. ability to motivate and direct staff, social responsibilities and responsiveness. Thirdly, abilities required for e.g. ability to determine when something is not right, problem sensitivity, deductive and inductive reasoning (Du Plessis et al., 2007).

The scope of promotion must also be clearly communicated to staff as this can cause distress among them as also discussed and supported by Maguire in Section 2.2.3. The consequences of staff being too pre-occupied in their current role to take up higher or more responsibilities are discussed in Section 2, Question 1.

Question 6: Lack of training: The results obtained clearly illustrate the main points of concern that although 62% of the respondents in the “never and rarely” category felt that they lacked the skills and needed training for their current role to perform more efficiently and effectively after the restructure. However, 64% of the respondents on the other hand “time to time, often and always” felt that there is too much uncertainty in their new role for taking up new and more responsibilities without sufficient training due to the restructure (see Table 10).

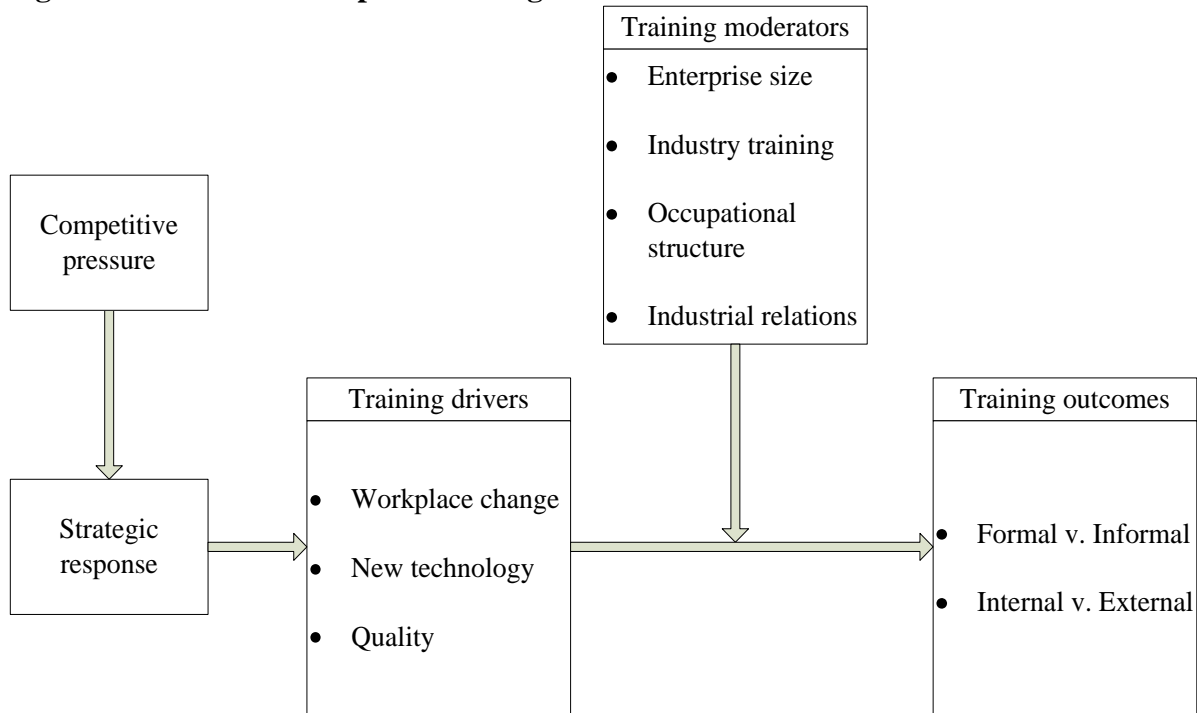
Training should be provided to all staff including management as also identified by Dewe and O’Driscoll in Section 2.1. Worrall, Cooper and Jamison, (2000) stated that in a study of employees that survived the restructuring of an organisation identified that new responsibilities and changing job descriptions increased staff workload. It even made it harder for survivors to carry out their new roles without appropriate training.

The study established that management roles are getting more complex and coping with change is becoming a fundamental task which lacks the support and training that is required to carry out the roles, as managers during restructuring are expected to cope with change without being trained to do so. Organisations that adopt an innovative work practice together with the suitable training and skill development strategies attain better results as compared with organisations that don’t (Carbery & Garavan, 2005).

During restructuring staff can be placed in new departments or even branches of an organisation and therefore must also be trained and supervised by management on safety issues which forms part of the Health and Safety in Employment Act 1992. This training must also be provided when hiring new employees during or after the restructure to avoid any harm that could come to them (Rudman, 2009).

Training is a must for staff to effectively carry out their tasks which in-turn can reduce their stress levels. A model of enterprise training that TEO’s can adopt is as follows:

Figure 23: Model of enterprise training



Source: Holland & De Cieri, (2006, p138)

The model of enterprise training explains the determinants of organisational training and how the interactions of certain organisational factors can influence the decisions to train staff. This model distinguishes the drivers of training which includes a straightforward set of factors for e.g. workplace change, new technology and quality assurance. These factors provide a stimulus for organisations to train; however training can also be influenced by a larger set of internal and external factors. This comprises of training moderators for e.g. workforce size, organisation training traditions, occupational composition and the state of industrial relations with the organisation (Holland & De Cieri, 2006).

Question 7: Lack of management support: The results clearly illustrate the main points of concern that 41% of respondents in the “never and rarely” category felt that their line managers have done all they can to help them understand exactly what is expected of them following the changes to the organisation. A total of 62% of respondents also in the “never and rarely” category felt that management planned and supported the changes carefully in the organisation. However, 62% of respondents “time to time, often and always” felt that management has been as honest with bad news as good news about changes to the organisation during restructuring (see Table 11). This demonstrates that there has been lack of management support within the organisation which supports H1, research Area 3 and Sub-Question 3.

Managers must develop trust and positive relations with their subordinates and colleagues at all times. According to Waddell et al., (2007) supportive relations are regarded as a hallmark relating to organisation development and contributes to team building, staff involvement, goal setting and career planning and development. Substantial research has demonstrated that supportive relations can shield staff from stress.

When staff feel that their managers really care about them and are always willing to help, they can cope with stress better. Therefore, it is important for managers to understand the positive values of supportive relationships in assisting staff to cope with stress. This might require developing supportive and cohesive work groups in situations that usually are stressful for e.g. introducing new roles, products and services (Waddell et al., 2007).

The same authors state that organisations like Procter & Gamble and Alcoa have identified that internal organisation development consultation can be stressful and have thus encouraged organisation development (OD) practitioners to develop support teams to assist staff to cope with their respective role demands. Hence, managers need to be responsible for providing the support required to help staff better cope with such stress.

Question 8: Organisational commitment: Participants “never and rarely” felt (73%) that the new structure inspired them to perform better and “time to time, often and always” felt (80%) that they found it difficult to agree with some of this organisation's policies on important matters relating to its employees.

Respondents also “never and rarely” felt (70%) that they would be willing to accept any type of work assignment to stay with this organisation. Respondents “time to time, often and always” felt (78%) that it would take very little change in their present role/circumstances giving them a reason to leave the organisation (see Table 12).

Bergh et al., (2009) state that even if staff don't experience job satisfaction, they can still be satisfied and committed to an organisation. Commitment relates with peoples attitude which is determined by their beliefs for e.g. whether management is committed to organisational safety, whether organisational policies are favourable equally among staff and whether change is carefully managed as will be discussed in Section 5.

The same authors continue to state that staff's organisational commitment is influenced by their emotional state predominantly through their work experience satisfaction. Hence, it is vital for organisations to inspire staff to perform better by providing staff training, support and team building exercises to encourage positive emotions through strategic planning.

Organisational values can also contribute to organisational commitment with an honest attitude among managers and their subordinates (Weiten, 2007). Robbins et al., (2009) further state that unified commitment towards all staff and by all staff can create intense loyalty and dedication leading to the unified attainment of organisational goals. Abegglen as cited in Yousef, (1998) mentions that high organisational commitment among Japanese staff is achieved by developing a strong sense of job security which is created by employment arrangements for e.g. seniority system and life time employment.

Allen and Meyer as cited in Koh & Boo, (2004) identified the three components of organisational commitment:

- Affective for e.g. staff involvement and attachment to an organisation.
- Continuance for e.g. commitment based on costs which associates with leaving an organisation.
- Normative for e.g. staff view of responsibility to stay with an organisation.

Management must take into account the significance of organisational commitment and its components at all times as failure to do so can affect staff outcome including turnover intentions and organisational profitability as also supported by Fairbrother and Warn in Section 2.1. Staff personal belief in work ethics is also said to have a direct impact on organisational commitment (Koh & Boo, 2004).

5.3.2 Section Three: Stress related issues

Question 1: The majority of the staff (59%) disagreed to the fact that stress was managed properly during the restructure. Many organisations have developed stress inoculation programmes that provide staff with the skills and knowledge required to cope with stress.

According to Waddell et al., (2007) this is achieved by making staff aware of stress signs for e.g. decision making difficulty, disruption of sleep, eating habit disorders, more frequent headaches and backaches. A stress coping self statement procedure is then developed for staff that is based on a set of questions every time they experience stress. The questions answer the four stages of the stress coping cycle for e.g. preparation: what am I going to do about the stress experienced, confrontation: to stay in control and relax, coping: to focus on current stress and self reinforcement: to have handled stress appropriately.

Waddell et al. (2007) postulate that a stress inoculation programme can help staff cope with stress rather than eliminating the stresses as some stresses might prevail simply due to the nature of one's work. This can enable staff in managing their own stress rather than relying on anyone else for stress management through self appraisal and regulation. Since organisational stresses vary, such a self control programme can help change the stress conditions themselves.

Question 2: In the second question staff were asked to state some of the stress factors they have experienced during the restructuring process and a large number of them complained about the feeling of being underpaid for their job. According to the feedback obtained from the questionnaire three quarters of the respondents (74.4%) raised the issue of inadequate pay with regards to their jobs that has been currently assigned as a result of the restructuring process.

Du Plessis and Huntley, (2009) state that it is difficult to manage the pay packages of all staff members within large organisations however, staff are more likely to be satisfied and content if they feel that they are being paid for what they are worth. This is also a function of the human resource department of the TEO and further support for this view is stated by Mahy, Plasman & Rycx in Section 2.2.2 of the report.

According to Dowling and Welch as cited in Du Plessis and Huntley, (2009) HR managers can retain staff by developing policies that attract them. Hence other than a pay rise providing incentive packages comprising of overseas service, performance bonuses, tax equalisation and reimbursements of costs is another way of achieving such objectives.

Organisational communication, work stress and staff performance are considered important behaviour variables that need to be monitored on a regular basis for an organisation's overall performance. Poor communication which has also been given a very high rating by respondents 74.4% in an organisation can lead to work stress resulting in lowered staff commitment, productivity and reduced staff loyalty (Chen, Silverthorne & Hung, 2006).

Work politics was given the highest rating by staff (76.9%) and therefore the management of the TEO should take this very seriously as it is explained in Section 4.3.2, Question 2 above. Ladebo, (2006) states that work politics at times can be a non-coercive means for resolving conflicts within organisations. However, organisational staff interprets work politics in a negative way most of the time as according to them work politics tends to have a dysfunctional outcome for individuals and organisations.

The consequences of long working hours and lack of job security which were also given a high rating by staff (64.1%) is discussed in Section 2, Question 2 and Question 3.

H1 and Area 2: H1 is that restructuring has raised stress during the restructuring of Faculty A. Figure 10 (stress management during restructuring) and Figure 11 (stress factors during restructuring) as shown in Section 4.3.2 of the report and discussed with literature above identify the factors that cause stress within an organisation during restructuring. This answers the Main Research Question and Sub-Question 2 by identifying the stress factors that could be managed to enhance staff performance in an organisation during restructuring.

Other staff comments on stress factors resulting from the restructure as identified by the survey are stated in Table 13. Some more factors that can cause stress in an organisation have been discussed earlier in Section 2.2.2. The benefits of recognising and classifying these issues focuses on the second area of this research as discussed in Section 1.2 of this report.

5.3.3 Section Four: Organisational restructure related issues

Question 1: The majority of the respondents (69.2%) agreed to the fact that they felt threatened by the restructure. This can be avoided to quite an extent if management provide the appropriate support to their subordinates as discussed in Section 2, Question 7 and keep staff motivated as discussed in Section 5, Question 5.

Question 2: More than two thirds of the respondents (69.2%) found stress and ambiguity in their role as the most affected areas as a result of restructuring (see Figure 13). The consequences of these have been discussed earlier and supported by Newton & Jimmieson in Section 2.2.1 along with Hsieh and Hsieh in Section 2.2.3. Section 2, Question 4 (5.3.1) also describes how poor role knowledge can have an impact on staff.

A lower consensus showed job security and staff considering leaving the TEO with an equal rating of 61.5% as other main affected areas. Work overload was also considered by 53.8% of the respondents as another affected area as a result of the restructure. In this case management should keep in mind that while an organisation has expectations regarding staff conduct, the organisation also has a responsibility to act as a good employer towards its staff by acknowledging the above mentioned issues as stated in the organisations code of conduct policy (Anonymous, 2009).

Staff made comments about how some top managers were selected for a position without acknowledging or acquiring their votes. This shows that staff voting rights were not considered during the management selection process signifying an autocratic style of management where decision making has been completely among and within the control of top management. This is further emphasised as staff commented that communication is only one way, that is top down and most staff were not consulted compared to the staff that were consulted but their opinions were overlooked (see Figure 14).

In today's world it is important for organisations to have a permissive management style where other's ideas are taken into consideration and they are allowed to take part within the decision making process. Mayo, (2009), states that an autocratic management style can lower staff motivation requiring added supervision. Staff also commented on the following:

- Lack of respect
 - Poor management style
 - Jealousy over status
 - Overlooking cultural differences
- Greater role authority than role demands

The results obtained for Section Four of the survey further support H1 of the study. An organisation can manage challenges by attracting and retaining staff. Stress and ambiguity in a role which were both given a high rating by respondents is stated in Figure 13. Such issues and others can be effectively managed while maximising staff performance and reducing overall stress and ambiguity in their role by having an organisation follow some simple steps as described below.

- **Staff must be given as much control as possible with regards to their jobs:** According to research carried out by Kramar, De Cieri, Noe, Hollenbeck, Gerhart and Wright (2008), control plays an important factor contributing to stress. The more control staff are given over their jobs, the more likely they are to be satisfied with their jobs. They are also likely to feel less stressed and generally produce better work results. An example of this would be to give staff the power to make job related decisions.
- **Communication must be clear and regular:** Staff must be communicated about the restructure and the changes that are likely to take place. This can reduce staff's stress as they can expect to know their performance expectations, job requirements and how they are fairing.
- **Staff should be spoken to about how they add value to an organisation:** This can give staff a sense of belonging and how they significantly contribute to an organisations success. This can make staff tolerate difficulties without getting stressed.
- **Managers must know how to bring out the best in staff:** Managers that provide the right guidance, support and encouragement help increase staff morale and reduce stress. Poor management skill in itself is regarded as a major contributor to stress.
- **Staff should be encouraged to speak freely and support one another:** A work environment where staff can support one another and talk freely without having to worry about getting into trouble can reduce stress tremendously.
- **Staff should be allowed to design their jobs:** The more opportunity staff are given to make decisions and take responsibility, the more satisfied they are likely to be. Hence, to achieve this staff should be involved in job enrichment processes.
- **Staff should be provided with suitable resources and training to carry out their tasks effectively:** When staff feel that they lack the skills required to carry out their job, they are more likely to feel stressed without exhibiting their real potential (Kramar, et al., 2008).

Question 3: The participants were asked the question “Do you have any additional comments that you would like to make about the restructuring process that has been undertaken at the organisation”? The feedback obtained from respondents for this question comprised of a number of different comments which have been stated in Table 14.

5.3.4 Section Five: Change and staff performance related issues

Question 1: Consultation

An alarming high percentage of respondents (68.4%) denied that there was adequate consultation about the changes taking place and how they were likely to affect staff (see Figure 14). According to Smith, (2006) for change to be effective an organisation must plan for the change that is likely to take place through extensive consultation well in advance.

Planning of the changes should be undertaken by consulting all staff at every level of an organisation by those who are likely to carry out the change. Staff carrying out the change must clearly state the link between the changes that are likely to take place and how that is likely to affect each work group and eventually each individual. Such vital linkages can be established through a detailed process of consultative change planning (Smith, 2006).

Besides consultation among staff about the changes taking place and how they are likely to affect them during a restructure, staff that is not made redundant must also be provided counselling services through consultation. Vinten and Lane, (2002) state that organisational restructuring, reorganising staff positions and redundancy have a significant impact on staff that is left behind after such processes are carried out. The same authors continue to state that counselling services should also be carried out among those that have not been made redundant through widespread consultation within an organisation.

Top management should keep in mind that the management of organisational restructuring and redundancy is vital not only to maintain the image of an organisation within the public eye but also because the efficiency of an organisation is at stake (Vinten & Lane, 2002).

Question 2: Change

It is of great concern that 74.4% of the respondents denied that change was carefully considered and well planned (see Figure 15). Although organisations carry out change for the good for example to remain competitive however, staff frequently resist and respond negatively to change as it creates uncertainty, increases pressure and causes stress within an organisation.

Therefore, change within an organisation needs to be carefully considered and well-planned as it can create problems within an organisation with regards to interpersonal relationships, staff and work unit status, reporting lines and group boundaries (Jones, Watson, Hobman, Bordia & Callan, 2008). Hence, effective strategic planning for a change must be carried out in an organisation to avoid a crisis through affective consultation and communication.

Question 3: Change communication

It should be of great concern for the Leadership Team of the TEO that an enormous percentage (66.7%) of the respondents denied that the rationale for change was effectively communicated to staff (see Figure 16). The rationale for change should be clearly communicated to all staff in order to achieve successful change. According to Smith (2006), staff show more commitment when all the information relating to the change including the reason for it has been clearly communicated to them. Failure to do so can result in staff resisting the change process. Smith continues to state that an organisation can communicate effectively by implementing various communication methods comprising of meetings, forums, written communication as well as face to face discussions.

During change communication should be two way and interactive stating the reason for change while allowing staff to clarify any doubts or information they might have concerning the change process. Staff must be made aware of what has been achieved so far and what is yet to be achieved. Management must also communicate the change process among all its other stakeholders for e.g. students besides staff as they too have a right to know how, why and what change is taking place (Smith, 2006).

Question 4: Training

Another major concern is that 51.3% of the respondents denied that they received adequate training to keep up with the changes within the organisation (see Figure 17). According to Meyer and Allen as cited in Sahinidis and Bouris, (2008) training can have a significant direct or indirect impact on staff motivation and commitment. Staff must be able to perform their jobs at all times and not only during a change in role as a result of a restructure. Staff must possess the necessary skills required to carry out their respective tasks effectively and efficiently.

An organisation can also train staff based on a long term perspective to attain skills which they might require at a later stage. This can further boost the morale of staff resulting in enhanced motivation and staff retention (Sahinidis et al., 2008). Beatson, (2008) also states that appropriate training can influence staff perception of leaving an organisation while increasing their job satisfaction which indirectly has a positive impact on their commitment. Lastly, before making any staff redundant, an organisation must keep in mind that the cost of training and hiring new or existing staff could end up costing more than the initial downsizing attempt (Appelbaum et al., 1999).

Question 5: Motivation

The majority of staff (74.4%) denied that the Leadership Team did a good job of keeping staff motivated in response to change (see Figure 18). Staff members in an organisation need to be motivated at all times in order to carry out their tasks successfully with the required standard. Motivation can be achieved through proper training (as discussed in Question 4), effective communication and staff consultation. Staff must be made aware why change is required. A person's past experience of poorly carried out restructuring can also impact their willingness to see the need for change and can make staff pessimistic, negative and "don't care".

Staff members in many organisations seem to be miserable and depressed as their managers don't seem to bother about them without caring or showing any interest about their personal and professional life. Therefore, besides getting a job done managers must also take interest in their subordinate's personal well being. Despite earning a good salary staff can feel

demoralised and a sense of anonymity which in-turn can impact their performance causing them to avoid work when possible. Thus, managers need to be interested in their staff from a professional standpoint not only in terms of job details but also in motivating them to boost their morale so that they can perform satisfactorily (Lencioni, 2009).

According to Carbery and Garavan, (2005) the ability to motivate staff in an organisation depends on the existence of resources, systems, support structures and skills. Management should also avoid an authoritarian work culture by being more submissive through interpersonal relations. This can help motivate staff as dominance which arises due to a person's position power can demoralise staff (Bergh et al., 2009).

In motivation, the defence mechanisms for e.g. regression which forms part of a person's personality can help overcome anxiety that develops due to unconscious conflicts as also identified by Gail in Table 4. Bergh et al., (2009) state that regression can arise in an organisation when anxiety producing events occur, such as organisational change. Hence, the key to maximise productivity of staff while reducing their stress levels is to understand the factors that influence whether a person that works very hard is going to feel stressed out or whether they will feel motivated, excited and committed to perform up to standard (Kramar et al., 2008).

H2 and Area 4: It can be hypothesised that stress correlates with staff performance in an organisation during restructuring. The Figures (Figure 14 to 18) represented in Section 4.3.4 of the report and discussed with literature above confirm how stress can correlate with staff performance.

Some other ways of how stress relates with staff performance has been discussed earlier in Section 2.2.4. The benefits of recognising and classifying these issues focuses on the Fourth Area of this research and relates to Sub-Question 4 as discussed in Section 1.2 of this report.

5.3.5 Section Six: Stress management issues

Question 1: When asked, how stress had affected staff job performance, the result revealed that morale was the highest affected area relating to job performance which was given a rating of 69.2% by the respondents as a result of restructuring. Managers and leaders must

ensure that staff morale is achieved by recognising the contribution that staff make while listening to any queries that they might have. Management must provide constant support to staff in order to help them in carrying out their jobs successfully. When an organisation goes through change the main factors that impact staff morale is security and uncertainty of their jobs (Donnelly, 1994).

According to Worrall, Cooper and Jamison, (2000) poor change management can have a negative impact on staff especially if there is poor communication, ambiguity in role and lack of consultation within an organisation. Worrel et al. (2000) state that low staff morale due to organisational change can lead to poor commitment, reduced motivation and can significantly impact the performance of staff who otherwise might be high performers as also discussed and supported by Schermerhorn in Section 2.2.4.

McPherson, (2008) states that in educational institutions morale is usually low among staff members as they complain about salaries not matching inflation and due to extreme work pressure. Staff morale can be influenced either due to the quality of leadership and the people management skills of line managers within an organisation. Low morale can also make staff feel unappreciated and undervalued (McPherson, 2008).

Therefore, management can ensure staff morale is attained by following a number of basic procedures such as regularly checking the flow of communication, monitoring leave to ensure that staff get a break from the daily work routine, listening to any issues that staff have, regularly determining levels of control and most importantly asking staff themselves as to what motivates them (Sue, 2003).

To boost staff morale management can also implement a schedule of morale boosters within an organisation from time to time; conduct annual parties; publicise staff achievements and contributions within the organisations newsletter; encourage staff to pursue further education to enhance their skills; give staff authority to perform their tasks independently where and when possible; greet staff at the start and end of the day; offer special anniversary gifts to acknowledge staff that have been within an organisation for “X” amount of years; have a honour day to honour staff contributions; try and conduct meetings at different venues and display employee of the month either monthly or then quarterly on the organisation top achievers board (Lewis, 2008).

A lower consensus showed the importance of being motivated to perform satisfactorily which was given the second highest rating by staff (59%) is described in Section 5, Question 5.

Question 2: When asked, how can stress be managed and minimised in an organisation during restructuring, the results illustrate that communication for the changes taking place along with regularly taking time out to talk to staff were given the highest and equal rating by the respondents of 89.7% (see Figure 20). This relates to H3, Area 5 and answers Sub-Question 5 of the research.

Communicating the changes taking place along with regularly taking time out to talk to staff are important factors in managing stress and improving staff commitment at all times. This is also supported by Theissen in Section 2.2.3. Change communication is a vital element for staff receptivity to change (Frahm & Brown, 2007). According to Witherspoon and Wohlert as cited in Frahm & Brown, (2007) communication is one of the most important processes in order to commence any kind of change successfully within an organisation.

According to Kotter as cited in Vakola, Soderquist and Prastacos, (2007) poor communication is regarded as a main cause of organisational change failure. Without regular and proper communication staff may not understand the need for change and their role as part of the change process. Management can use communication to interpret the organisation strategy including the structural and process changes in simple terms making it easy for staff to understand the need and implementation for change (Vakola et al., 2007).

Laurie, (2006) states that a priority for all managers and leaders at all levels must be to interact and talk with all staff members consistently to communicate the changes that are likely to take place during the change process to achieve success. During restructuring, staff must have a clear understanding of the changes that are to be achieved. According to Larkin and Larkin as cited in Laurie, (2006) management must communicate the probabilities especially during uncertainty as it could result in rumours spreading within an organisation.

Maurer as cited in Laurie, (2006) states that communication through a structured dialogue where staff feel involved within the change process can help overcoming resistance to change. This can comprise of face to face communication, conducting focus groups and carrying out surveys. According to Miller and Monge as cited in Laurie, (2006) any

information even if it is negative with regards to the change process can help reduce anxiety and change the pessimistic view among staff about restructuring to quite an extent.

Nelissen and Selm, (2008) state that staff members that are given adequate information about the change process during restructuring through communication are more satisfied and psychologically well off than those that don't have a clear picture about the change taking place and how likely it is to affect them.

The importance of regularly reviewing staff workload was also regarded as very important by the respondent's 76.9% along with the need for training and supervision which too was given a very high rating of 61.5%. These issues have also been referred to earlier in Section 2, Question 1 and Question 6 and relate to Sub-Question 3.

Question 3: When asked, what assisted staff in overcoming their stress during the restructuring time, the results illustrate that talking with a partner/friend (82.5%), exercising (72.5%), pursuit of a hobby (55%) and listening to music (40%) were some of the ways that helped staff reduce and overcome stress during restructuring.

Stress, if not managed properly, can prove damaging to both staff and in turn the organisation. According to Dewe et al., (2002) management must not underrate the impact of stress especially during restructuring. Unable to overcome stress can lead to destroyed relationships, career collapses and poor health conditions among staff leading to poor performance, reduced productivity and lack of innovation. Therefore, managing staff members coping skills can help foster positive growth instead of negative stress (Williams & Cooper, 2002).

Kevany, (2008) states that staff in an organisation can reduce and even overcome stress by becoming assertive with regards to their attitudes and behaviour while boosting their self esteem. According to Soriano, (2009) coaching staff under extreme stress can also help in enhancing their self confidence. He further states that having a personal stress diary in which staff can record external stress factors such as personal domestic problems, travelling in over-packed public transportation, getting caught in a traffic jam and so on can significantly influence their thought process in overcoming some stress.

During restructuring managers can help in lowering stress levels by ensuring that staff member's jobs are clearly communicated and analysed to overcome any uncertainty or exploitation that could arise as a result of job ambiguity. Staff can also overcome stress by regularly taking short breaks and by meditating for a few minutes where they completely disconnect themselves from their jobs as also supported by Treven and Potocan in Section 2.2.5. Staff may also find a job inherently stressful in which case they must try and adapt with the stress involved which can also help in reducing stress levels considerably (Soriano, 2009).

H3 and Area 5: H3 hypothesise that stress can be managed among staff during organisational restructuring. Figure 20 (Managing stress during restructuring) and Figure 21 (Overcoming stress methods) as shown in Section 4.3.5 of the report and discussed with literature above determine methods and guidelines by which stress can be managed to improve staff performance and in-turn an organisation's efficiency.

Some of the main ways in which stress can be managed as identified by the survey is through better communicating the changes taking place, by taking out time to talk to staff, by regularly reviewing staff workload and providing training and supervision for the changes taking place. Some other methods of overcoming stress comprise of exercising, talking with family/friends and pursuit of a hobby. The benefits of recognising and classifying these issues focuses on the fifth area of this research as discussed in Section 1.2 of this report.

5.4 Chapter Summary

Chapter 5 analysed and discussed the results obtained from the survey with the literature review and supports H1 to H3 as well as the research Area's 2, 3, 4 and 5 of this research as discussed in Section 1.2 of this report. It also answers the Main Research Question along with Sub-Questions 2, 3, 4 and 5. It identifies the factors that cause stress within organisations and determines how stress can best be managed during restructuring. The supporting literature provides staff and organisations with information and guidelines on how to manage stress effectively while determining how stress and performance relate to each other.

The next chapter, Chapter 6 discusses the findings of this study together with the limitations and future research opportunity with regards to this research. The chapter ends with a concluding statement.

CHAPTER 6 Conclusion

6.1 Findings

In Chapter 5 the results were analysed and discussed. Chapter 6 is the conclusion chapter that describes the overall findings and limitations of this research. This chapter also proposes future research opportunities that have been identified through this study and finishes with a concluding statement.

Although the response rate was 20.3% this research is still significant. It can be deduced that some staff members were too afraid to participate in a survey where they have to comment on their leader's (managers') capabilities or actions. It can also be deduced that these staff members were afraid of being identified, although they were given the assurance that it is totally safe and they couldn't be identified. A number of questionnaires were also not completed and were not used and a number of staff members opted out which would have pushed the response rate close to 40%.

The results of the survey clearly portray that stress has not been properly managed during the restructuring at the TEO. It has been identified that the restructure increased stress levels among staff (see Section 4.3.2 and Question 2 in Section 4.3.3) while creating ambiguity in staff roles (see Question 4 in Section 4.3.1). The restructure made many staff consider leaving the organisation by creating a feeling of job insecurity (see Question 2 in Section 4.3.1).

Change and staff performance issues have been regarded as high by the participants [74.4 (Highest rating) x 51.3 (Lowest rating)/100 = 38 (-) 100 = 62%]. The restructure has been poorly planned as there is lack of consultation among staff (68.4%) about the changes taking place and how it is likely to affect them. The rationale for change has not been properly communicated to staff (66.7%) and there has been lack of motivation from top management with regards to the change process (74.4%).

Some of the key issues that respondents raised with regards to the restructure were as follows:

- 76% of respondents are dissatisfied with their workload.
- 60% of respondents did not feel secure of their jobs at the TEO during the restructure.
- 78% of respondents feel that after the restructure their new role interferes with their personal life and interests (e.g. social, religious and family) which are neglected due to lack of time.
- 76% of respondents feel that several aspects of their current role are vague and unclear.
- 81% of respondents feel that the scope of promotion is limited within staff roles due to restructuring.
- 64% of respondents do not feel that they can use their skills and expertise better in their current role after the restructure.
- 55% of the respondents distrust management decisions regarding the future of the organisation and trust therefore is less than half i.e. 45%.
- 80% of respondents find it difficult to agree with some of the organisation's policies on important matters relating to its employees and only 23% of respondents are always loyal, while more than half (55%) is unsure and only feel loyal from time to time or often.

The respondents also raised some further issues with regards to the restructure which are as follows:

- Unfavourable work politics during the restructuring process.

- The feeling of being threatened by the restructure.
- A conventional, autocratic and authoritarian approach/style in carrying out the change at the TEO.
- How the stress caused, due to the restructure, has affected staff performance by lowering their morale.

The results of the findings depict some of the areas of sustainability to liveability management model of concern that an organisation should consider when undergoing restructuring which are as follows:

Table 16: Sustainability to liveability management model

Communication	<ul style="list-style-type: none"> • Staff should be empowered through personal feedback. • Organisations should establish double feedback loops. • Organisations should develop communication processes along with relationships among staff.
Control	<ul style="list-style-type: none"> • Clear policies and procedures relating to organisational restructuring should be in place. • There should be clearly defined authority among the different structural levels of an organisation.
Emergence	<ul style="list-style-type: none"> • Formal procedures to consider must be in place during emergence for e.g. organisation restructuring.
Role	<ul style="list-style-type: none"> • Staff roles should be clearly defined. • Staff roles should change with changing times, processes as well as work patterns.
Whole system	<ul style="list-style-type: none"> • Should be well defined and structured.
Flexibility	<ul style="list-style-type: none"> • Should lie within clearly defined organisational structure, roles and processes. • The need for change during time of chaos should emphasise creativity and opportunities within an organisation as a whole.

(Anonymous, 2009)

Two thirds of the respondents (66%) also reported that they lacked some skills and required training for their new roles to perform more efficiently and effectively to keep up with the changes after the restructure. Du Plessis and Fredrick, (2007) state that the better the quality of education and training provided to people within an organisation, the higher are the chances of them proving themselves as successful in their jobs while adding value to an organisation.

Appropriate training can improve organisational growth, enhance staff performance, raise bottom lines and be rewarding to staff by enhancing their skills. In support to previous studies, the researcher also identified that general training, that is achieving certificates or degrees have an even more significant impact on the productivity of staff than specific training (Du Plessis et al., 2007).

A total of 89.7% of the respondents responded that stress can be managed and minimised in an organisation during restructuring through better communication of the changes taking place and regularly taking time out to talk to staff. Regularly reviewing staff workload was also regarded important by 76.9% of respondents to manage stress. The two most identified factors that helped staff in overcoming and managing their stress levels were exercise (72.5%) and talking with their partner and friends (82.5%).

These factors have also been identified by other researchers such as Thompson and Reh and are discussed in the overview of the literature review (Section 2.1) and methods and guidelines to reduce stress to improve staff performance (Section 2.2.5). The results obtained from the survey clearly reveal that stress has not been properly managed during the restructuring by 59% of the respondents due to the prevalence of many stress related issues making the findings of this study conclusive.

The Main Research Question and Sub-Questions were answered by carrying out a literature review and executing a survey in Faculty A of a TEO to attain staff perceptions with regards to the research topic. This was followed with an analysis of the data obtained from related research and preceding studies. All survey instructions were phrased carefully to help the respondent understand how to answer each question as precisely as possible. The research question was addressed by considering the opinions of staff on the eight common factors that cause stress during organisational restructuring. This provided the researcher with data to

answer the Main Research Question and Sub-Questions as well as H1 to H3 confirming that stress can be managed during organisational restructuring.

To achieve more accurate data on the factors that causes stress among staff within an organisation undergoing restructuring, a number of other issues were also considered for e.g. staff age, employment category (management, administration, and lecturers) and years of service along with staff level of designation.

6.2 Recommendations

The recommendations for some of the key issues that respondents raised with regards to the restructure are as follows:

- Management must regularly review staff workload as also discussed in Section 2, Question 1 (5.3.1).
- Management must provide high job security by reducing the fear of being retrenched. Management should also develop a strong sense of job security by creating employment arrangements for e.g. seniority system, recognition for work done well, performance bonuses, market related remuneration and life-time employment opportunity as provided by many organisations.
- Management must encourage team work and implement new technologies/software that can assist in performing a task with ease while saving time. Management must also redesign and redefine the type of work and way in which it is achieved as redesigning is the primary goal during restructuring to efficiently achieve a desired task (Appelbaum et al., 1999).
- Management must ensure that staff is provided with appropriate training to enable them to use their skills and expertise better in their current role. This would enable them to carry out the roles assigned to them more effectively and efficiently.

- Role knowledge should be clearly defined to enable staff better understand their work role demands. The different role knowledge methods that an organisation can implement are discussed in Section 2, Question 4 (5.3.1). Management must also assign roles through mutual agreement after consultation with staff.
- Management must clearly communicate the scope of promotion to staff especially during restructuring to avoid losing potential and talented people.
- Trust is essential to get work done. Building trust is easy, however it does take time. Management can develop trust among all staff by keeping their promises, going further than conventional relationships for e.g. acknowledging staff birthdays or their special days, clearly determining expectations, being honest for e.g. informing staff of redundancy well before it actually takes place and lastly by caring about staff's professional and personal success (Stark, 2009).
- Management can also develop trust through regular communication, allowing staff to participate in decision making processes and building supportive relationships for e.g. career planning, career development, sharing organisation values and goal setting (Savolainen, 2000). Anstey (2008) is of the opinion that poor communication, during changes, enhances the possibilities of error, misjudgement and misperception in the working relationship.
- Policies should be favourable equally among staff to gain their trust and approval. Management must not establish goals and policies in areas in which they have insufficient knowledge of without appropriate consultation with other staff. Management should also try and standardise pay for the skills and competencies that it requires and develop policies that attract staff as discussed in Section 3, Question 2 (5.3.1).
- To address the feeling of being underpaid (74.4%), management should not defend their position as described by Anstey (2008) but should attend to or understand the needs, interests and pressures on the staff. Negotiation should endeavour to creatively develop each other's ideas for mutual benefit around a common concern, in this case the feeling of being underpaid.

- Work politics (76.9%) should be monitored at all times. Buchanan and Badham (2008) describe work politics as acts of influence to enhance or protect the self-interest of the individual (or groups) and link it to power that could include silent discrimination against a person, fear that the subordinate might take the manager's position, fear to promote a subordinate to the same level as the manager, fear of changes to working conditions and so on.

6.3 Limitations

This study had some limitations. Since a quantitative method was used there are possibilities that some data could have been left out unintentionally by the researcher. This is because when issues are identified that can be definitely quantified the trend is to leave out factors that are vital to the real understanding of the phenomena under study (Schwartz, 2009).

Since the research comprised of individual perceptions there is a possibility of some biased information as respondents may have chosen a particular issue based on their relationship and personal experiences within the organisation. The sample of this research comprised of one organisation that is currently undergoing restructuring which could have limited the generalisation of the results obtained.

The results of this study could have also been made stronger if more respondents participated and contributed to this survey as this could have increased the response rate leading to other findings and more diverse results during data analysis. Having a higher response rate could provide a more accurate and comprehensive experimental study between independent and multiple category variables.

Lastly, due to time constraint it was not possible to investigate all the variables leading to organisational stress which can be caused due to a number of different rationales relating to the work environment. Hence, a mixed method approach comprising of qualitative research could not be executed which could have provided the researcher with more in-depth insight, knowledge and lead to more detailed discoveries relating to the topic (Schwartz, 2009).

6.4 Future Research Opportunities

The future research opportunities that have been identified after carrying out this research are as follows:

- The correlation among some of the independent variables comprising of work overload, job security, longer working hours, role knowledge, inter-role conflicts, lack of training, lack of management support and organisational commitment need to be discussed in future research.
- With the current recession and advancement in technology many organisations world-wide are undergoing restructuring. Hence, it would be good to collect data from employers and CEO's as they are the ones that make the final decision of any changes that are carried out within an organisation. This would help in understanding their perspective of why change is required and how it can help in enhancing the effectiveness of an organisation.
- There is scope for a more comprehensive research of the same topic by implementing the mixed method approach where quantitative and qualitative research methods are undertaken. This would provide a more in-depth perspective of the various issues discussed in this research.
- Although this research did not take gender into consideration, there is opportunity for future research on how stress is perceived differently by men as compared with women within an organisation.
- There are prospects for future research on the likely impact of work satisfaction with job security on organisational commitment.
- Based on the literature there is research opportunity relating to the longitudinal effects of organisational stress management interventions and their effects on organisational performance and effectiveness.

6.5 Concluding Statement

The researcher concludes that when stress prevails within an organisation, it results in staff making irrational decisions and mistakes which can result in an organisation becoming dysfunctional. Some stressors like deadlines can be good as it enables people to ensure that tasks are completed within the due date. However, the deadlines must be realistic as unrealistic deadlines can lead to stress. Therefore an organisation must have a variety of stress management techniques as discussed in Section 2.2.5 to enable staff to choose the best method that suits them to control and reduce their stress.

Management should reduce the fear of failure at all times as it leads to many people not performing up to expectations and standards. An organisation should lower staff anxiety by allowing staff to take calculated risks which can reduce stress and save organisations from making expensive mistakes while enabling staff to come up with innovative ideas without any hesitation.

Stress factors are very closely related to a person's perception of his/her work environment. Hence stress management should be the responsibility of an organisation and its management to ensure that their entire staff can perform to their utmost potential by monitoring and managing all stressors within the work environment. There must be clear and two way communication with feedback to overcome some of the stressors. If a solution to a problem is not found, it can lead to lower efficiency, poor staff morale and a considerable impact on the physical and psychological health of staff.

When an organisation undergoes restructuring, management should provide a formal and well communicated policy of the changes that are likely to be undertaken after consultation with staff. Time is a great healer to many problems as eventually people get used to the change and accept the new work environment. During restructuring organisations must also avoid an autocratic management style by involving, consulting and considering all staff members' opinions according to a study carried out by Dr Paul Evans from the National College for School Leadership (NCSL) (Evans, 2003).

Staff commitment within an organisation undergoing restructuring does not only depend on remuneration expectations. Staff are also concerned about career advancement opportunity and collegial relations. Therefore during restructuring management should monitor how operational activities such as budgetary expenditure can affect staff ability to perform professionally. Lastly, management must keep in mind that other than stress, staff performance can also depend on how committed a person is to [his/her] organisation. Staff that are less committed demonstrate lower performance as compared to those that are more committed to an organisation.

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Appendix 1- Consent Letter to CEO

1/June/2009

Chief Executive Officer
Tertiary Education Organisation
Auckland
New Zealand

Subject: Research permission

Dear CEO,

My name is Jai-Singh. I am currently enrolled in the Master of Business degree at Unitec. I am writing this letter to request permission to execute my survey in Faculty A of your organisation during semester two, 2009.

The aim of my project is: To identify and manage the impact of stress during organisational restructuring. This study will identify how stress and performance relate to each other. It would also recommend guidelines and methods to help manage stress within a TEO-Tertiary Education Organisation to enhance staff performance.

I have gained consent from the Dean to carry out this research. I now seek your approval for this research as part of my thesis course which forms a substantial part of this degree.

My primary supervisor is Dr Andries Du Plessis, phone 815 4321 ext. 8923 or email aduplessis@unitec.ac.nz and my secondary supervisor is James Oldfield phone 815 4321 ext. 8035 or email joldfield@unitec.ac.nz.

Yours faithfully,

Jai-Singh

(ID-1104692)

Appendix 2- E-mail Invitation

Dear Faculty A staff member,

You are invited to participate in a study on the impact of stress during organisational restructuring. Written permission for this study was given by the CEO and the Dean. This research aims to help staff and TEO's-Tertiary Education Organisations to get an insight on the various situations that give rise to stress during organisational restructuring. This research will recommend guidelines and methods to help manage stress within an organisation. After having carried out a literature review, some of the most common organisational stress factors that staff undergo during restructuring which forms the basis of this research are as follows:-

- Work overload
- Job security
- Longer work hours
- Role knowledge
- Inter role conflicts
- Lack of training
- Lack of management support
- Organisational commitment

You will be asked to answer questions concerning YOUR perceptions in regards to them. All your responses will be treated confidentially.

My name is Jai, and I am the researcher for this study. I am in my final year of a Master of Business (MBus) programme at Unitec New Zealand and this research project is in partial fulfilments of the requirements for this degree.

Participation of this survey is entirely optional and voluntary. If you develop any concerns with this research project you can withdraw yourself and any information that you have provided at any point prior to the completion of the survey. However by choosing to complete the web survey you will make a very valuable and much appreciated contribution to this research.

All responses will be treated confidentially and all information will be stored securely on a computer at Unitec for a period of 5 years. If you have any questions or concerns regarding the nature of this survey or the conduct of the research please contact the primary research supervisor Dr Andries Du Plessis, aduplessis@unitec.ac.nz, the secondary research supervisor James Oldfield, joldfield@unitec.ac.nz, or myself singhjai777@hotmail.com.

Your participation would involve completing this survey which will take about 20 minutes. You can follow your progress at the top of the page. I want to thank you for considering this invitation and your support will be appreciated.

Appendix 3- Questionnaire

Personal Profile: Please mark one that is relevant per column

	<u>Age</u>	<u>Category</u>	<u>Level</u>	<u>Duration of service (Years)</u>
<i>Please State the following:-</i>	18-25 <input type="checkbox"/>	Management <input type="checkbox"/>	Junior <input type="checkbox"/>	0-5 <input type="checkbox"/>
	26-30 <input type="checkbox"/>			6-10 <input type="checkbox"/>
	31-35 <input type="checkbox"/>	Administration <input type="checkbox"/>	Middle <input type="checkbox"/>	11-15 <input type="checkbox"/>
	36-40 <input type="checkbox"/>			16-20 <input type="checkbox"/>
	41-45 <input type="checkbox"/>	Lecturer <input type="checkbox"/>	Senior <input type="checkbox"/>	21-25 <input type="checkbox"/>
	46-50 <input type="checkbox"/>			26-30 <input type="checkbox"/>
	51-55 <input type="checkbox"/>			31-33 <input type="checkbox"/>
	56-60 <input type="checkbox"/>			
61+ <input type="checkbox"/>				

This section covers common stress factors during organisational restructuring:

Please use the following likert scale to answer the questions below:-

Mark 1 – If you never feel this way

Mark 2 – If you rarely feel this way

Mark 3 – If you from time to time feel this way

Mark 4 – If you often feel this way

Mark 5 – If you always feel this way

1. Work Overload

<u>No.</u>	<u>Questions</u>	<u>Rating Scale (1 to 5)</u>
1.	I am satisfied with my workload.	<input type="checkbox"/>
2.	I feel that I have been assigned too many responsibilities.	<input type="checkbox"/>
3.	I feel that I cannot cope with my work in my current role.	<input type="checkbox"/>

2. Job security

<u>No.</u>	<u>Questions</u>	<u>Rating Scale</u> <u>(1 to 5)</u>
1.	I felt secure in my job during the restructure.	<input type="checkbox"/>
2.	I feel I was given ample opportunity to participate in decisions that would affect my future at the organisation.	<input type="checkbox"/>
3.	The organisation has clear, planned goals and objectives for me in the new structure.	<input type="checkbox"/>
4.	I believe that the restructuring process was fair and just with regards to the redundancy.	<input type="checkbox"/>

3. Longer work hours

<u>No.</u>	<u>Questions</u>	<u>Rating Scale</u> <u>(1 to 5)</u>
1.	After the restructuring my new role interferes with my personal life and interests (e.g. - social, religious and family) which are neglected due to lack of time.	<input type="checkbox"/>
2.	After the restructuring my workload prohibits me from having a good work/life balance.	<input type="checkbox"/>

4. Role knowledge

<u>No.</u>	<u>Questions</u>	<u>Rating Scale</u> <u>(1 to 5)</u>
1.	I have good understanding about my responsibilities and priorities with respect to my new role.	<input type="checkbox"/>
2.	My current role has been defined clearly and in-depth.	<input type="checkbox"/>
3.	Several aspects of my current role are vague and unclear.	<input type="checkbox"/>

5. Inter role conflicts

<u>No.</u>	<u>Questions</u>	<u>Rating Scale</u> <u>(1 to 5)</u>
1.	There is no requirement to perform better in my current role.	<input type="checkbox"/>
2.	My role has been reduced in importance after the restructure.	<input type="checkbox"/>
3.	After the restructure my peers and I in our new roles tend to have more conflicting issues.	<input type="checkbox"/>
4.	I perform better in my current role than before the restructure.	<input type="checkbox"/>
5.	The scope of promotion is limited within my role due to restructuring.	<input type="checkbox"/>
6.	I am too pre-occupied with my current role to be able to take up higher or more responsibilities.	<input type="checkbox"/>
7.	I feel my remuneration is sufficient for my current role and the work assigned to me.	<input type="checkbox"/>

6. Lack of training

<u>No.</u>	<u>Questions</u>	<u>Rating Scale</u> <u>(1 to 5)</u>
1.	I feel I lack the skills and need training for my current role to perform more efficiently and effectively after the restructure.	<input type="checkbox"/>
2.	I feel I can use my skills and expertise better in my current role after the restructure.	<input type="checkbox"/>
3.	After the restructuring there is too much uncertainty in my new role for taking up new and more responsibilities without sufficient training.	<input type="checkbox"/>

7. Lack of Management Support

<u>No.</u>	<u>Questions</u>	<u>Rating Scale</u> <u>(1 to 5)</u>
1.	I trust senior management to make sensible decisions for the organisation's future.	<input type="checkbox"/>
2.	I feel that my line manager has done all they can to help me understand	<input type="checkbox"/>

	exactly what is expected of me following the changes to the organisation.	
3.	I feel that management planned and supported the changes carefully in the organisation.	<input type="checkbox"/>
4.	During restructuring management has been as honest with bad news as good news about changes to the organisation.	<input type="checkbox"/>

8. Organisational commitment

<u>No.</u>	<u>Questions</u>	<u>Rating Scale</u> <u>(1 to 5)</u>
1.	The organisation has always kept its promises and commitments to me about the demands of my job.	<input type="checkbox"/>
2.	The new structure inspires me to perform better.	<input type="checkbox"/>
3.	I find it difficult to agree with some of this organisation's policies on important matters relating to its employees.	<input type="checkbox"/>
4.	I would be willing to accept almost any type of work assignment to stay with this organisation.	<input type="checkbox"/>
5.	It would take very little change in my present role/circumstances giving me a reason to leave this organisation.	<input type="checkbox"/>
6.	I feel very loyal to this organisation.	<input type="checkbox"/>

This section covers stress related issues:

<p>In your opinion, do you believe that stress was managed properly during the restructure? (Please mark the relevant one)</p>	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Don't Know	<input type="checkbox"/>

Which of the following stress factors have you experienced during the restructuring process? *(Please mark all relevant ones)*

- Harassment by colleagues and managers
- Lack of job security
- Long working hours
- Too many responsibilities
- Work politics
- Staff conflict
- Poor communication
- Poor conflict resolution
- Unreasonable performance demands
- The feeling of being under paid for a job
- None of the above

Other (please specify)-

This section covers organisational restructure related issues:

Did you feel threatened by the restructure? *(Please mark the relevant one)*

Yes

No

Don't Know

Did restructuring effect you in any of the following areas:- *(Please mark all relevant ones)*

- Job security
- Stress

- Ambiguity in role
 - Overload of work
 - Inadequate Support
 - Expectation conflicts
 - Inter role conflicts
 - Personal inadequacy
 - Made you consider leaving the organisation
 - None of the above
- Other (please specify)-

Do you have any additional comments that you would like to make about the restructuring process that has been undertaken at the organisation?

This section covers change and staff performance related issues:

In your view, was there adequate consultation within the organisation about the changes taking place and how they were likely to affect you? *(Please mark the relevant one)*

Yes

No

Don't Know

In your view, was change at this organization carefully considered and well-planned? *(Please mark the relevant one)*

Yes

No

Don't Know

In your view, was the rationale for change effectively communicated to employees? *(Please mark the relevant one)*

Yes

No

Don't Know

In your view, has staff received adequate training to keep up with the changes within the organization? *(Please mark the relevant one)*

Yes

No

Don't Know

In responding to change, do you think that the leadership team does a good job of keeping employees motivated? *(Please mark the relevant one)*

Yes

No

Don't Know

This section covers stress management issues:

According to you, has stress affected your job performance in? *(Please mark all relevant ones)*

- Your morale
- Making it difficult to concentrate on problem solving
- Meeting deadlines
- Communicating to colleagues and students
- Performing to the required standard
- Being motivated to perform satisfactorily
- Developing health problems hindering your performance
- None of the above

Other (please specify)-

In your opinion, how can stress be managed and minimised in an organisation during restructuring? *(Please mark all relevant ones)*

- By better communication for the changes taking place
- By providing training and supervision for the changes taking place
- By offering confidential counselling services
- By offering provision for stress leave
- By regularly reviewing staff workload
- By regularly taking time out to talk to staff
- None of the above

Other (please specify)-

If you experienced stress during the restructuring time, which of the following do you think assisted you in overcoming your stress? *(Please mark all relevant ones)*

- Exercise
- Talking with your partner/friend
- Watching TV/Movies

- Surfing the internet
- Pursuit of a hobby
- Music
- Sleeping more than your average sleeping hours
- Going shopping
- Eating more than your normal meals
- Reading
- None of the above

Other (please specify)-

END OF SURVEY

Thank you very much for your participation!

Regards

Jai

UREC REGISTRATION NUMBER: 2009/965

This study has been approved by the UNITEC Research Ethics Committee from 22/6/2009 to 22/6/2010. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretary (ph: 09 815-4321 ext 7248). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.