



**EFFECTIVE CHANGE MANAGEMENT, SPIRITUAL LEADERSHIP AND WORK  
SELF-EFFICACY DURING COVID-19 IN THE SOUTH AFRICAN PRIVATE  
SECTOR**

Research report presented to the

**Graduate School of Business Leadership  
University of South Africa**

by

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## Declaration

I, Shan Pamela Hanafey, hereby declare that the contents of this thesis are of my own work and that all the sources I have used have been adequately cited and the original sources referenced.

I further declare that I have adhered to all the principals of academic integrity and have carried out the research in accordance with the Policy for Research Ethics of Unisa with consideration of the UNISA's Policy for Copyright Infringement and Plagiarism.

This study forms part of a larger joint research study, therefore, it must be noted that the ethical clearance to conduct the research was obtained from the School of Business Leadership, University of South Africa.



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Signature

29<sup>th</sup> November 2021

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Date

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## Abstract

**Background:** The COVID-19 pandemic has resulted in a disruption within the workplace leading to increased levels of uncertainty among the workforce. The success to overcoming immediate threats to organisational performance and sustainability depends mainly on the way changes are managed. It is essential that management pursue ways to enhance an employee's belief in their ability to perform and manage tasks and challenges within the workplace, therefore, ultimately improving workplace performance by improving work self-efficacy.

**Aim:** The aim of the study was to investigate how effective change management and spiritual leadership could affect work self-efficacy in the South African private sector during the COVID-19 pandemic. Employees across 29 organisations were sampled with 1733 respondents making up the total sample size.

**Methods:** At a metatheoretical level, this research was positivist. For the empirical investigation, quantitative research was conducted using a pre-established questionnaire. The research design was descriptive and cross-sectional in nature and correlation and regression analyses were used to present the main findings of the study.

**Results:** It was determined that there were statistically significant positive correlations between effective change management, spiritual leadership and work self-efficacy.

**Conclusions:** Effective change management was shown to have a medium effect on work self-efficacy in the South African private sector. Further to this, spiritual leadership was shown to have positively influenced the relationship between effective change management and work self-efficacy.

**Recommendations:** Recommendations were made to management on improving effective change management and spiritual leadership to enhance work self-efficacy. These included ascertaining change management processes and procedures that can be effectively implemented, together with enhancing specific leadership attributes and values, to improve overall work self-efficacy.

**Keywords:** Effective change management, spiritual leadership, work self-efficacy, Covid-19, South Africa, Private sector, management.

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## List of abbreviations

Abbreviations:	Description:
ANOVA	Analysis of Variance
ALQ	Authentic Leadership Questionnaire
ECM	Effective Change Management
GM	General Manager
HR	Human Resources
GSES	General Self-efficacy Scale
iSAS	independent Spirituality Assessment Scale
IQA	Interactive Qualitative Analysis
MBA	Master of Business Administration
MBL	Master of Business Leadership
<i>MD</i>	Mean difference
<i>N</i>	Number of respondents
OCQ–C, P, R	Organizational Change Questionnaire–Climate of change, Process, and Readiness
OCS	Organizational Commitment Scale
<i>p</i>	Significance
P-R	Person-Role
PsyCap	Psychological capital
<i>r</i>	Correlation
$R^2$	Regression coefficient
SBL	School of Business Leadership
<i>SD</i>	Standard Deviation
SEM	Structural Equation Modelling
SLS	Spiritual Leadership Scale
SpL	Spiritual Leadership
SPSS	Statistical Package for the Social Sciences
UNISA	University of South Africa
WSE	Work Self-efficacy
WSES	Work Self-efficacy Scale

# Chapter 1: Introduction

The purpose of Chapter One is to provide an overview of the research that is being conducted. It offers a background to the topic, as well as providing the purpose for the research in the form of the research problem and objectives. It provides a brief explanation of the significance of the study and research design. This is followed by a short discussion on the methodology approach by providing an overview of the literature review and empirical investigation. Lastly, this chapter describes the structure of the paper thus establishing a roadmap for the study.

## 1.1 Background

Organisations need to remain attentive and be adaptable as they are faced with an increasingly diverse set of challenges such as economic downturns, political instability, and rapidly changing business environments (Eisenhardt, Graebner & Sonenshein, 2016). The COVID-19 pandemic has further impacted organisations as they had to rapidly navigate through unprecedented territory to overcome immediate threats to their performance and sustainability. To overcome this new challenge, organisations were required to directly manage and alter their workforce to find solutions to the challenges occurring across many operational areas (Carnevale & Hatak, 2020). The success of managing this unprecedented challenge depends mainly on the way changes are managed, the nature of business, and the involvement of all the key business stakeholders (Hennayake, 2017).

The COVID-19 pandemic has resulted in a disruption within the workplace by fundamentally changing people's lives physically and psychologically (Ritchie, Cervone & Sharpe, 2021). It has also resulted in increased uncertainty among the workforce through radical changes occurring in both their work and social environments, impacting negatively on work self-efficacy (Carnevale & Hatak, 2020). Uncertainty among the workforce results from a decrease in the capabilities of employees such as a breakdown in communication, and difficulties in decision-making. Employees communicate less openly; they are less receptive to feedback and become more defensive even if the communication is seen to be constructive.

Decision-making difficulties have increased because of a lack of confidence in their capabilities and the increased stress and anxiety associated with new tasks and challenges (Khalique & Singh, 2019). Research has shown that employees are also experiencing increased feelings of anger and anxiety, because of disruptions to previous goal pursuits (Ritchie *et al.*, 2021).

Self-efficacy is linked to workplace performance as employees' belief in their ability to perform specific tasks influences how they will manage these tasks and challenges within the workplace. To improve work performance during this time of crisis, management must pursue ways to enhance their employees' self-efficacy beliefs. This will ultimately lead to lower levels of anxiety, decreased uncertainty, and enhance their motivation and level of effort exerted when engaging in a task. Increased work self-efficacy will also help employees to better cope with stress and improve their persistence when facing difficult tasks and challenges within the workplace (Khalique & Singh, 2019).

In the South African private sector, the role of effective change management together with spiritual leadership in enhancing work self-efficacy has not yet been researched. Chapter Two, which comprises the literature review, will present evidence that there is limited data using effective change management as a predictor variable for organisational outcomes. There is also a lack of data on the concept of spiritual leadership in African management philosophies. Therefore, limited evidence was presented in showing how work self-efficacy can be directly impacted by effective change management and spiritual leadership. The aim of this study is therefore to investigate how effective change management and spiritual leadership has affected work self-efficacy in the South African private sector during this COVID-19 pandemic.

Shackleton Group is a group of companies in the financial services sector. The various companies within the Group provide specific products to individuals, professionals, and financial institutions such as banks and other credit providers. This business enterprise consists of 368 employees. The Shackleton Group's name and philosophy are based on the courageous Antarctic explorer, Sir Ernest Shackleton. Their philosophy understands the importance of human capital as their workforce is tasked with running the day-to-day business activities. The Shackleton Group was founded in

2002 with the establishment of a credit management company, Shackleton Credit, which secured and managed a non-performing loan portfolio from a major South African bank. Since inception, their portfolio has grown to offer a variety of debt management and collection services to numerous financial institutions. The Shackleton Risk Management company was formed in 2005 and provides insurance products to legal and insolvency practitioners. In 2013, the Shackleton Group launched Shackleton Life, which specialises in life, disability, and retrenchment insurance (Shackleton Group, 2015).

The research for this study was conducted using the Shackleton Risk Management company. The company employs approximately 74 employees with its core operations based in Pietermaritzburg, Kwa-Zulu Natal. This company is considered a market leader in independent liability and surety brokerage having consultants in Johannesburg, Pretoria, Cape Town, Durban, Pietermaritzburg, Bloemfontein, Nelspruit and Port Elizabeth (Shackleton Risk, 2020).

## **1.2 Problem statement**

A growing concern for businesses is the low level of work self-efficacy as employees start to doubt and reconsider their capabilities due to disruptions caused by the COVID-19 pandemic (Carnevale & Hatak, 2020; Ritchie *et al.*, 2021). This may be exacerbated by increased uncertainty among their workforce due to radical changes brought about by the COVID-19 pandemic and, therefore, having a major impact on employee performance. Due to the absence of empirical evidence, also due to recency, it is still largely unknown how effective change management and spiritual leadership may impact work self-efficacy within this sector.

## **1.3 Goals and objectives**

In relation to the problem statement, the main aim of this study was to determine the relationship between effective change management, spiritual leadership and work self-efficacy.

The following research objectives therefore support the main aim and form the basis of the study:

Objective 1: To provide a comprehensive definition of effective change management, spiritual leadership and work self-efficacy.

Objective 2: To report on empirical research which links effective change management, spiritual leadership and work self-efficacy.

Objective 3: To empirically investigate the relationship between effective change management, spiritual leadership and work self-efficacy within the context of the South African private sector.

Objective 4: To present recommendations to managers, working in the South African private sector, which are founded on the empirical findings from this study.

By attaining these objectives, the main aim of this research will have been achieved.

#### **1.4 Importance of the study**

From a business perspective, management who may not have a clear understanding of how work self-efficacy is influenced by effective change management and further, how spiritual leadership could possibly negatively impact workplace performance. Management who can influence and enhance work self-efficacy may be able to positively influence the quality of work at an individual employee level, develop employee capabilities and have a significant impact on an individual's overall performance (Khalique & Singh, 2019).

This study will assist in identifying levels of employee self-efficacy and ascertain change management processes and procedures that can be effectively implemented, together with enhancing specific leadership attributes and values, to improve overall work self-efficacy. The results of this study could assist organisations in improving overall work performance and creating a sustainable performance for all stakeholders.

Due to limited research on how effective change management and spiritual leadership impacts work self-efficacy within the South African private sector, the findings presented in this study may provide new information towards academic research which is central to academia.

From the author's perspective, the results of the study may provide more reliable and objective knowledge to the relevant audiences which in turn could enhance the relationship between management and their employees.

## **1.5 Delineation**

This study forms part of a bigger research study that is being conducted by Professor Anton Grobler within UNISA's Graduate School of Business Leadership (SBL). This study was conducted within the South African private sector and therefore, the research findings presented here may be more general in nature than research conducted within a specific industry. Although the questionnaire completed by the respondents contained 13 constructs, only the findings showing the relationships between effective change management, spiritual leadership and work self-efficacy are reported on.

Not all the variables that have been shown to affect work self-efficacy were included in the study's analysis. Research indicates that leadership behaviour can increase work self-efficacy through independent proximal mechanisms such as greater work experience; improved role clarity; and lower levels of psychological strain (Chen & Bliese, 2002). Transformational leadership was also shown to have a significant effect on work self-efficacy (Walumbwa, Avolio & Zhu, 2008). Further to this, certain behavioural traits associated with transactional leadership have been shown to improve work self-efficacy (Deng, Zhao, Lio, Chen, Ma, Liang & Feng, 2019). Ju, Huang, Liu, Qin, Hu and Chen (2019) reported that self-efficacy was also positively related to task-oriented leadership behaviour.

## **1.6 Limitations of this study**

Due to this type of research methodology and the nature of the organisation, the following limitations were encountered:

- The research conducted was not a company initiative, neither was it compulsory to complete. Therefore, the employees may have felt completing the questionnaire was unnecessary and a waste of time.
- Due to the researcher being an outside party, accessibility to employees was limited. The researcher was only provided with the company email addresses of the employees of the Shackleton Risk Management company. As a result, a large percentage of the employees of the Shackleton Group were not included in the study.
- Although the findings presented may represent several of the companies within the South African private sector, it is important to note that the findings might not represent all the organisations within this sector.

## **1.7 Research design**

The research design involves building a structure or a plan for the research which takes into consideration the topic and the purpose of the study (Leavy, 2017).

At a metatheoretical level, this research was positivist. A metatheory is a conceptual framework that is broad enough to incorporate and systematically interconnect all the essential knowledge elements associated with the field under investigation (Mayo, Kakarika, Mainemelis & Deuschel, 2016). In scientific research, a positivist paradigm not only focuses on deriving functional relationships, whether explanatory or causal but on the outcomes that ultimately lead to explanation and prediction (Park, Konge & Artino, 2019).

For this study, quantitative research was conducted by collecting quantifiable data using a pre-established questionnaire. A quantitative research approach involves collecting and analysing numerical data in an objective and controlled manner to ensure precise measurements are obtained. This approach allows the researcher to

investigate causal relationships, associations, and correlations that can be generalised to a wider population (Cohen, Manion & Morrison, 2018; Sarstedt & Mooi, 2019).

Based on the main aim of this study, the research design resulted in the research being descriptive and cross-sectional. The purpose of descriptive research is to produce an accurate representation or profile of the elements and characteristics associated with the subject population (Sarstedt & Mooi, 2019; Saunders, Lewis & Hornhill, 2019). The study design was cross-sectional as the respondents were only required to complete the questionnaire once. Therefore, the information obtained from the respondents represents that specific point in time (Blumberg, Cooper & Schindler, 2014; Cohen *et al.*, 2018).

## **1.8 Research method**

The research method consists of two parts: the literature review and an empirical investigation.

### **1.8.1 Literature review**

Chapter Two contains the literature review which provides a review of the current literature on each of the respective variables used in this study, namely effective change management, spiritual leadership, and work self-efficacy. During times of crisis, the critical impact of management on employee behaviour is discussed. For each variable, four definitions are provided followed by a summative definition. Work self-efficacy was then viewed from three perspectives by introducing different theories and precursors to illustrate what causes changes in work self-efficacy. Previous empirical evidence is presented on the relationships between effective change management, spiritual leadership, and work self-efficacy. A summative report is presented on each relationship which includes reports on sample sizes, the most frequently used instruments, and the size and average of the correlations between these variables.



The information reported in the literature review was obtained from either recent research literature articles or seminal authors. Where possible, preference was given to academic articles and textbooks, but information that was unidentifiable was not used in this study, such as internet and Wikipedia references. In the literature review, the theoretical and empirical relationships between effective change management, spiritual leadership, and work self-efficacy are explored. This is vital as it provided academic context to the study by providing not only clarity on the existing relationships, but the summative information obtained was valuable in the preparation for the empirical investigation.

### **1.8.2 Empirical investigation**

The steps of the empirical investigation were aligned with the overall objectives of the project and consisted of the following steps:

- 1 Constructing the literature review provided an overview of the most relevant information on the variables for this study. This involved finding and analysing relevant publications and then presenting a critical explanation of what was determined. By identifying appropriate theories and empirical evidence, it increased the familiarity of the variables, and subsequently found gaps in the existing research.
- 2 To obtain permission to conduct research at The Shackleton Group, the Head of the Human Resources (HR) department was contacted. Initially, this was done via a telephonic call to discuss the reason for the research, what was required from both the company and the employees, and the benefits of the research for the organisation. This was then followed up by an email stating the points discussed and included the ethical clearance document. Due to accessibility, a decision was made that the research could be conducted at the Shackleton Risk Management Company. The General Manager (GM) of the Shackleton Risk Management Company was contacted using the same formal process. A formal permission letter was then received from the GM permitting research to be conducted within the Shackleton Risk Management Company.

- 3 The Head of Human Resources (HR) provided a list of personnel for the Shackleton Risk Management Company with their corresponding company email addresses. The questionnaire was then emailed to all 74 employees at the same time. The first 60 employees that responded with completed questionnaires were used to create the sample.
- 4 The questionnaire was sent to all the Shackleton Risk Management Company employees in a MSWord document. To ensure anonymity, the employees were requested to send the completed questionnaire back to the researcher only. For the general information section, the respondents were requested to highlight/circle or put a cross (x) next to the corresponding answer. For the constructs, the employees were asked to type or write the appropriate number in the answer column.
- 5 For each of the 60 respondents, the data from the questionnaire was transferred and captured on an Excel spreadsheet provided by Professor Grobler from the SBL. This was to be done within a strict timeline.
- 6 Once Professor Grobler received all the populated excel spreadsheets from all 29 companies within the private sector, the data was pooled to create the pooled sample.
- 7 The data was analysed using simple correlation and regression analysis tests which focused on the relationship between effective change management, spiritual leadership and work self-efficacy.
- 8 The results from this analysis are presented in tables which can be found in chapter four.

## **1.9 Chapter division**

The following chapters will follow:

Chapter 2: Literature review

Chapter 3: Methodology

Chapter 4: Results

Chapter 5: Discussion, recommendations, and limitations

## **1.10 Summary**

Chapter One has provided an overview of the research that is being conducted. The introduction provided the background to the study by establishing the importance of the topic. It has also provided the context for the research by presenting a summary of the current employment conditions which revealed a gap in the existing research and led to the formation of the research problem and objectives. This chapter provided a concise explanation of the significance of the study and research design. This was followed by a short discussion on the methodology approach by providing an overview of the literature review and empirical investigation which will be used to examine the research problem. Finally, this chapter gave a brief overview of the structure of the paper.

Chapter Two will provide a review of the current literature on each of the respective variables used in this study, namely effective change management, spiritual leadership, and work self-efficacy.

## **Chapter 2: Literature review**

The purpose of the literature review is to introduce the research variables and related concepts, within the context of the research question and objectives. For each variable, effective change management, spiritual leadership, and work self-efficacy, four definitions are provided followed by a summative definition. The literature review also identifies and examines the current background of theories and models relating to work self-efficacy. This was done to illustrate what causes changes in work self-efficacy, thereby providing the foundation for the research problem. Previous empirical evidence is presented on the relationships between effective change management, spiritual leadership, and work self-efficacy. A summative report is presented on each relationship which includes information on the sample sizes, the most frequently used instruments, and the size of the correlations between these variables.

### **2.1 The critical impact of management on employee behaviour in general, during times of crisis**

In work context, the term crisis is used to depict a problem or event that is unexpected by an organisation. This, combined with the limited response time needed to make decisions, jeopardises the high-priority values of the organisation (Van Wart & Kapucu, 2011). The COVID-19 global health crisis which started in 2020 was unprecedented, as novel crises such as these are genuinely rare (Heyden, Wilden & Wise, 2020). This crisis has led to organisations facing changes of unparalleled proportions, resulting in managers having to assist their workforce to adapt and cope with radically changing work environments (Carnevale & Hatak, 2020). Traditionally, top leadership is responsible for the strategic decisions around change, while middle management plays a supportive role to the workforce and ensures continued performance (Van Rensburg, Davis & Venter, 2014). Recent developments in the managerial change role theory suggest that management is no longer only responsible for implementing change but is now required to initiate change that should be supported by top leadership (Heyden, Sidhu & Volberda, 2018).

Employees often experience feelings of uncertainty and loss of control during the change process, which can negatively impact employee well-being (Heyden, Fourne, Koene, Werkman & Ansari, 2017). Top leaders tend to articulate change strategies in a broad and unspecific manner as they are aimed at all stakeholders (Heyden *et al.*, 2017). As management is often closer to the workforce, they are in a better situation to influence how employees perceive and interpret the change process. Therefore, they can decrease employee uncertainty by identifying and resolving concerns and increase employee well-being (Isaacs, Grobler & Mathafena, 2013).

## **2.2 Effective Change Management, Spiritual Leadership and Work Self-efficacy**

### **2.2.1 Effective change management**

Numerous researchers have attempted to define change management. One such definition, provided by Moran and Brightman, (2001) was that a company must continually focus on updating its direction and structure and improving capabilities required to meet the constantly changing needs of key stakeholders. At the same time, Hennayake (2017) notes that for change management to be considered effective, it must result in increased organisational performance. He further explains that effective change management practices must positively impact organisational performance by enhancing organisational competencies and boosting innovativeness.

Giovanita and Mangundjaya (2017) suggest that by identifying employees' commitment to change, leaders can assess the success of the organisational change. On the other hand, Lauer (2021) suggests that the primary focus of change management should be directed internally, by focusing on the human element during any form of organisational change. Similarly, Kotnour and Al-Haddad (2015) suggest that the key to successful change management is the proper alignment between content, people and process. In addition, it is vital to address certain critical factors that will lead to successful change (Kotnour & Al-Haddad, 2015; Lauer, 2021). Isaacs, Grobler & Mathafena (2013) go on to describe that effective change management can have a positive impact on employees during the change process by reducing

employee stress and uncertainty. These are common negative employee behaviours associated with change.

Effective change management can therefore be defined as the importance of management focusing not only on how change increases organisational performance (Hennayake, 2017), but also on how change affects people. Therefore, emphasising the importance of ensuring effective alignment between organisational changes and employees (Kotnour & Al-Haddad, 2015; Lauer, 2021). It is also vital to address critical factors and outcomes that are associated with change (Isaacs *et al.*, 2013; Kotnour & Al-Haddad, 2015; Lauer, 2021).

### **2.2.2 Spiritual leadership**

Fairholm and Gronau (2015) summarise spiritual leadership as an inclusive approach that incorporates elements of work and personal life and which allows leaders to observe each worker as a whole person with a variety of skills and abilities, within the workplace. They suggest that spiritual leadership can be achieved through continuous growth, improvement, self-awareness, and self-leadership. According to Wang, Guo, Ni, Shang and Tang (2019), spiritual leadership is a management approach that encompasses spiritual leadership components namely, vision, hope/faith, and altruistic love, which can enhance individual motivation. They describe this leadership style as having the potential to intrinsically motivate oneself and others, to go beyond their current role obligations for the benefit of the group. This is supported by the definition stated by Ali and Phil (2019) that the elements of spiritual leadership such as attitude and values, are essential to intrinsic motivation and allows individuals to feel connected to their surroundings.

Sibanda and Grobler (2021) defined spiritual leadership within the South African organisational context. They suggest that intrinsic motivation is determined by the spiritual values, attitudes and behaviours of leaders that adopt Ubuntu principles. Through the process of capturing the collective consciousness of others, leaders can recognise the whole being at work, which leads ultimately to an atmosphere of cooperative teamwork. They go on to suggest that effectively implementing the elements of spiritual leadership can result in enhanced organisational outcomes such

as performance, employee engagement, and overall employee welfare (Sibanda & Grobler, 2021).

It is evident from the above, that spiritual leadership is linked to intrinsic motivation through the values, attitudes, and behaviours of leaders (Ali & Phil, 2019; Wang *et al.*, 2019; Sibanda & Grobler, 2021). Therefore, spiritual leadership can be defined as the value system of a leader having a profound effect on achieving organisational outcomes by connecting themselves and their employees (Sibanda & Grobler, 2021; Wang *et al.*, 2019). Spiritual leaders have the ability to recognise the whole person with a variety of skills and abilities, creating an environment of cooperative teamwork (Fairholm & Gronau, 2015; Sibanda & Grobler, 2021). In the South African work context, the Ubuntu principles of leaders are a significant driving force for intrinsic motivation (Sibanda & Grobler, 2021).

### **2.2.3 Work self-efficacy**

A highly recognised definition of self-efficacy was derived from Bandura's (1986) social cognitive theory. He defines self-efficacy as the individual assessment of one's abilities to perform courses of action needed to produce desired outcomes. Therefore, self-efficacy is considered a key determinant of successful performance. Further to this, Bandura (1997) proposed that self-efficacy beliefs are not generalised, but rather context-specific.

In the context of work, Osei, Osei-Kwame and Amaniampong (2017) describe self-efficacy as a powerful driving force for the intrinsic motivation to act. The belief in one's own capabilities can improve employees' individual coping mechanisms, especially when they are faced with challenges and setbacks in the workplace. Similarly, Lloyd, Bond and Flaxman (2017) refer to work self-efficacy as the belief people have in their own ability to perform a work-related specific task. If they believe they have the capabilities, they will be able to mobilise sufficient effort to successfully complete the task.

Contrarily, if people do not have the belief in their ability to perform a specific task, they will halt their efforts too soon, increasing their likelihood of failure. Pepe, Farnese, Avalone and Vecchione (2010) propose that work is intrinsically linked to an individual's self-efficacy. This is attributed to the fact that work not only strengthens a person's identity but also influences the well-being of an individual and impacts their job satisfaction. It influences motivation, effort, and commitment to perform work-related tasks as well as their ability to persevere in the face of obstacles.

In summary, work self-efficacy is defined as an individual's belief about their own capabilities to manage efforts to achieve desired outcomes within the workplace (Bandura's, 1986; Lloyd *et al.*, 2017; Osei *et al.*, 2017). An employee's self-efficacy beliefs impact how they perceive their level of competence and capabilities to perform a task, impacting job satisfaction (Osei *et al.*, 2017; Pepe *et al.*, 2010). Therefore, an employee's self-efficacy acts as a self-motivating mechanism that influences their pursuit, effort, and commitment to certain goals, as well as their persistence and perseverance in overcoming obstacles (Lloyd *et al.*, 2017; Pepe *et al.*, 2010).

### **2.3 Antecedents or precursors to Work Self-Efficacy**

It is important to view work self-efficacy as a state, rather than a fixed trait. It is open to development and can, therefore, be both weakened and strengthened through its principal sources (Bandura, 1997). Although the role of leadership is considered a significant antecedent for work self-efficacy, one needs to consider the different levels of leaders within the organisation, and how different leadership styles and behaviours can influence the various principal sources. Therefore, affecting work self-efficacy in different ways (Mustafa, Glavee-Geo, Gronhaug & Almazrouei, 2019).

The social cognitive theory presented by Bandura (1997), suggests that there are four major sources of information that individuals use to form their self-efficacy namely mastery experiences; vicarious experiences; verbal persuasion; and somatic indicators. Mastery experiences, which are considered the most influential source of information, consist of interpretations of past performance. This source of information provides the most authentic evidence of one's capability based on previous successes and failures. Vicarious experiences can change self-efficacy beliefs through the



information obtained by observing the actions of others and comparing them with their own achievements. Self-efficacy is also shaped by verbal persuasion and social influences of others, which are closely linked to social support and evaluative feedback (Bandura, 1997).

Previous research conducted revealed that the behaviour of leaders was an antecedent to self-efficacy (Weierter, 1997). Chen and Bliese (2002) went a step further and focused on how the role of leadership, at different organisational levels, can affect self-efficacy through various proximal mechanisms. Firstly, they found that leadership climate was only a distal predictor of individual self-efficacy, whereas greater work experience; improved role clarity; and lower levels of psychological strain independently resulted in higher individual work self-efficacy. Although work-related experience and psychological strain are consistent with the social cognitive theory as predictors of self-efficacy, Chen and Bliese (2002) proposed that role clarity is related to vicarious experiences. Employees who have been provided with a clearer understanding of the task they are required to perform, are likely to be more efficacious.

Further results suggest that high-level leaders can increase employees' self-efficacy through role clarity. Whereas low-level leaders, who interact directly and more frequently with them, can reduce psychological strain through enriching employee socioemotional needs and therefore have a greater influence on employee self-efficacy (Chen & Bliese, 2002).

There has been a significant amount of research on transformational leadership and its effect on work self-efficacy. A study by Walumbwa, Avolio and Zhu, 2008 (2008) showed how this leadership style influences the development of work self-efficacy, through vicarious experiences and verbal persuasion, two sources postulated by Bandura (1997). Transformational leaders can be role models for their employees. As employees are constantly observing their leaders' experiences and actions, employee self-efficacy can be improved through increased knowledge of leadership skills and strategies. In addition, work self-efficacy can be increased through verbal persuasion. Leaders that inspire, motivate and individualise their employee attention can build employees' confidence in their own skills and capabilities. It was also determined that

transformational leaders can influence self-efficacy by shaping the way employees perceive the risks and challenges associated with their work setting (Walumbwa *et al.*, 2008). To confirm this, a study by Salanova, Lorente, Chambel and Martines (2011) clearly showed how this leadership style is a powerful contextual resource that influences the development of work self-efficacy. Other authors suggest that transformational leaders can increase employee self-efficacy through effective communication including highlighting positive visions, providing clear performance expectations and necessary feedback (Avolio, Zhu, Koh & Bathia, 2004).

In the study conducted by Walumbwa and Hartnell (2011), transformational leadership was shown to enhance employee self-efficacy through the relational identification theory. Walumbwa and Hartnell (2011) argue that one explanation as to why transformational leaders effectively increase self-efficacy is because this leadership style motivates employees to relationally identify with their supervisors. This provides greater opportunities for employees to learn, expand their knowledge and develop new skills. In unfamiliar situations, relational identification also enables employees to use the contextual information provided by their supervisor and behave in a manner consistent with their own identity. Therefore, relational identification involves mastery experiences, such as role modelling, to increase work self-efficacy.

## **2.4 Previous research identifying the relationships between the variables:**

In the following section, empirical evidence will be presented on the relationships between the relevant variables to this investigation. Some of the studies discussed might include other related or non-related constructs. However, only the applicable measurement instruments for the relevant constructs will be presented, and their corresponding correlations and findings reported.

### **2.4.1 Effective Change management and Spiritual Leadership**

Currently, there seems to be little empirical evidence exploring the direct relationship between spiritual leadership and change management. However, it is proposed that the success of the change management process can be greatly enhanced by introducing spiritual perspectives in organisations (Ali & Phil, 2019). Organisational

commitment can be used to determine the success of organisational change by identifying the employees' commitment to change (Giovanita & Mangundjaya, 2017). Therefore, empirical evidence has been gathered on spiritual leadership and organisational commitment to illustrate the relationship between effective change management and spiritual leadership.

Usman and Danish (2010) explored the impact of spiritual leadership on organisational commitment. A sample of 121 banking professionals within the public and private banking sector of Pakistan was obtained. For spiritual leadership, the superapersonal aspect of spirituality was measured. This aspect describes the effectiveness of the relationship between a manager and their subordinate. The superapersonal aspect consisted of three modes namely (1) transactional mode, (2) transformational mode and (3) transfiguration mode. Rojas (2002) developed an independent Spirituality Assessment Scale (iSAS) that was used to measure the superapersonal aspect of spirituality. Organisational commitment was represented by affective commitment as it relates to the strength of the relationship between an employee's identity and connection to their organisation. To measure this, a six-item organisational commitment questionnaire, designed by Meyer, Paunonen, Gellatly, Goffin and Jackson (1989), was used. The results showed a strong positive correlation between the superapersonal aspect of spirituality and organisational commitment ( $r = .38$ ) that was significant ( $p \leq .01$ ). This finding suggests that leadership spirituality can strongly predict the affective commitment among employees (Usman & Danish, 2010: 185-193).

Fry, Hannah, Noel and Walumbwa (2011) researched the inter-related relationship between spiritual leadership and spiritual well-being and its impact on crucial organisational outcomes such as organisational commitment and productivity. The significance of using military cadets in the United States was that they are often bound to a specific group that interacted regularly under stressful, challenging and changing conditions. Completed surveys were collected from a total of 248 cadets. Spiritual leadership was measured using the spiritual leadership theory model developed by Fry, Vitucci, and Cedillo (2005), and was adapted to incorporate military terminology. The authors combined the three components of spiritual leadership (vision, altruistic love and hope/faith) to create a formative construct. A five-item questionnaire was

used to assess organisational commitment. This instrument was developed by Allen and Meyer (1990) and was designed to measure affective organisational commitment. The results showed a strong positive correlation between spiritual leadership and organisational commitment ( $r = .79$ ) that was significant ( $p \leq .05$ ). The article findings showed that the positive relationship between spiritual leadership and organisational outcomes such as commitment and performance was of high practical importance (Fry, Hannah, Noel & Walumbwa, 2011: 259-270).

Mansor, Ismail, Alwi and Anwar (2013) conducted an empirical study with the aim of gaining insight into the relationship between spiritual leadership and organisational commitment and whether this relationship can improve employee productivity. A sample of 203 respondents was obtained from oil and gas related companies within Malaysia. In this study, spiritual leadership was considered to have four dimensions namely (1) vision, (2) altruistic love, (3) meaning/calling, and (4) membership. These dimensions were measured using a questionnaire that was based on a model developed by Fry, Vitucci and Cedillo (2005). Organisational commitment was measured as a generalised concept using the Organizational Commitment Scale (OCS) questionnaire developed by Allen and Meyer (1990). A correlation matrix showed that the relationship between organisational commitment and the three dimensions of spiritual leadership were moderate [vision ( $r = .51$ ), altruistic love ( $r = .57$ ) and membership ( $r = .52$ )] and all significant ( $p \leq .01$ ). Although the relationship between meaning/calling and organisational commitment was considered to be low to moderate ( $r = .40$ ), it was still significant ( $p \leq .01$ ). The findings of this study showed that employees are more susceptible to an all-inclusive approach to leadership which could enhance organisational loyalty and improve performance (Mansor, Ismail, Alwi & Anwar, 2013: 179-191).

Although the study conducted by Hossein, Zeynab and Hamideh (2017) did not focus specifically on spiritual leadership, they investigated the relationship between spiritual quotient and transformational leadership of managers, and how this relationship impacts employee organisational commitment. In an organisation, managers that have high spiritual quotients are better equipped to improve the working environment, therefore enhancing organisational commitment (Tredget, 2001). Data was collected from a sample of 80 managers located at the headquarters of the Tehran University

of Medical Sciences in Iran. Spiritual quotient was measured using a 26-item questionnaire that was originally designed by Badie, Savari, Dashtbozorg, Latifi and Zadgan (2011). To measure organisational commitment, the questionnaire designed by Allen and Mayer (1990) was used. The Pearson coefficient of correlation showed a significant and positive relationship between the spiritual quotient of managers and employee organisational commitment ( $r = .30, p \leq .05$ ). This study measured the direct and significant relationships between spiritual quotients, transformational leadership styles of the managers and employee organisational commitments. It was concluded that when managers enhance their spiritual quotients, they are able to better encourage and improve employee organisational commitment and enhance company performance (Hosseini, Zeynab & Hamideh, 2017: 1-8).

Nguyen, Khoa, Dao, and Dinh (2018) investigated the causal model of spiritual leadership theory on organisational outcomes such as organisational commitment and citizenship behaviour. A sample of 329 valid questionnaires was used from full-time employees working in retail and service industries in Ho Chi Minh City, Vietnam. The instrument developed by Fry, Vitucci and Cedillo (2005), was used to assess the spiritual leadership construct by measuring its three dimensions namely (1) vision, (2) hope or faith, and (3) altruistic love. An instrument developed and validated by Nyhan (2000) was used to measure organisational commitment. The authors used the correlation between the relationships of the various constructs to measure the discriminant validity. The discriminant validity was certified showing a valid correlation between the relationship of organisational commitment and the three dimensions of spiritual leadership: vision (.30), hope or faith (.60) altruistic love (.68) and were all considered strongly significant ( $p \leq .01$ ). The findings demonstrated that spiritual leadership has a crucial impact on organisational outcomes (Nguyen, Khoa, Dao & Dinh, 2018: 45–68).

From the above empirical studies, the research shows there is a strong positive and significant relationship between spiritual leadership and organisational commitment. A variety of industries (banking, retail and service, and oil and gas) were used to measure these variables. The size of the samples ranged from 80 to 329 with an average of 196 respondents and included a diverse population group, with respondents located in Pakistan, Vietnam, Malaysia and Iran. The instrument

developed by Fry, Vitucci and Cedillo (2005), was consistently used to assess spiritual leadership. The Organizational Commitment Scale (OCS) questionnaire, developed by Allen and Meyer (1990), was seen as a reliable instrument to measure organisational commitment. Usman and Danish (2010) found that leadership spirituality strongly predicted affective commitment among employees. Fry, Hannah, Noel and Walumbwa (2011) demonstrated a positive relationship between spiritual leadership and organisational outcomes such as commitment and performance. This was supported by the findings of Mansor, Ismail, Alwi and Anwar (2013), which indicated that employees are more susceptible to an all-inclusive approach to leadership which could enhance organisational loyalty and improve performance. Hossein, Zeynab and Hamideh (2017) determined that if managers can develop their spiritual quotients, they are able to better encourage and improve employee organisational commitments and company performance. Similarly, Nguyen, Khoa, Dao and Dinh (2018) also demonstrated that spiritual leadership has a crucial impact on organisational outcomes. The overall findings found a positive and significant correlation between organisational commitment and spiritual leadership with correlation values ranging from .30 to .79 with a mean value of .50. The magnitude of the relations found between these two variables ranged from moderate to high practical significance.

#### **2.4.2 Spiritual leadership and work self-efficacy**

Chen, Yang and Li (2012) investigated the effect that spiritual leadership had on organisational outcomes such as self-esteem, self-efficacy, employees' career management behaviour in the organisation, and productivity. The authors selected 20 companies in China and Taiwan, from three different industries (retail service, financial/banking and manufacturing) from which they obtained responses from 502 employees. The three dimensions of spiritual leadership (vision, hope/faith, and altruistic love) were all measured using a 17-item questionnaire adapted from the 26-item Spiritual Leadership Scale (SLS) that was developed by Fry, Vitucci and Cedillo (2005). Self-efficacy was measured using three items of self-efficacy perception. These were extracted from the Psychological Empowerment Scale that was developed by Spreitzer (1995). The correlation matrix of the China sample showed that there was a positive correlation between self-efficacy and all three dimensions of

spiritual leadership: vision ( $r = .27$ ), hope/faith ( $r = .38$ ), and altruistic love ( $r = .15$ ). All dimensions were considered significant at  $p \leq .01$ , except altruistic love which had a significance of  $p \leq .05$ . Similarly, for the Taiwan sample, the correlation matrix showed that there was a positive correlation between self-efficacy and the three dimensions of spiritual leadership: vision ( $r = .29$ ), hope/faith ( $r = .32$ ), and altruistic love ( $r = .21$ ), and were all considered significant ( $p \leq .01$ ). From the empirical evidence, it can be concluded that spiritual leadership will have a positive and strong influence on employee self-efficacy perceptions (Chen, Yang & Li, 2012: 890–938).

In 2018, a study conducted by Baykal and Zehir to explore whether spiritual leadership, through the mediating effect of psychological capital, has a positive impact on organisational behaviours such as employee performance. The authors focused on 167 corporate firms listed on ISO-500, from the banking, finance, and production sectors located in Istanbul, Turkey. They obtained a sample of 736 useable questionnaires from office workers, where 91 per cent were in managerial positions. This distinct, formal hierarchical setting increased the relevance of the study. Psychological capital which is composed of four sub-dimensions namely (1) self-efficacy, (2) hope, (3) optimism and (3) resilience, was measured using the 24-item PsyCap scale developed by Luthans, Youssef and Avolio (2007). Spiritual leadership, the independent variable, was measured using the Spiritual Leadership Scale developed by Fry, Vitucci and Cedillo (2005). The 17-item instrument measured the three dimensions of spiritual leadership (vision, hope/faith and altruism). A correlation matrix showed that there was a positive and moderate correlation between self-efficacy and each of the three dimensions of spiritual leadership: vision ( $r = .41$ ), hope/faith ( $r = .43$ ), and altruistic love ( $r = .37$ ); and all were considered significant ( $p \leq .001$ ). The findings showed that the positive relationship between spiritual leadership and self-efficacy in a work-related context showed moderate practical importance. Ultimately, the behaviours of spiritual leaders can enhance their employees' psychological capacities, having a positive effect on their performance (Baykal & Zehir, 2018: 125-140).

Several studies have shown that employees with high self-efficacy beliefs have greater job satisfaction (Judge, Bono & Locke, 2000; Judge & Bono, 2001). The next two articles present correlations between spiritual leadership and job satisfaction to demonstrate a relationship between spiritual leadership and work self-efficacy.

In an explanatory study by Pio and Tampi (2018), the influence of spiritual leadership on the quality of work life, job satisfaction, and employee behaviour was investigated in the private healthcare sector in North Sulawesi, Indonesia. From three hospitals, a final sample of 292 nurses was determined using purposive sampling and the data collected from these respondents was analysed using structural equation modelling (SEM) (Solimun, 2002) to test the hypothesis. The results of testing the direct influence of spiritual leadership on job satisfaction was a standardised coefficient value of .26 that was considered significant ( $p \leq .01$ ). The findings showed that spiritual leadership directly and significantly influenced job satisfaction, therefore, indicating that high spiritual leadership can lead to higher job satisfaction (Pio & Tampi, 2018: 757-767).

Wahyono, Prihandono and Wijayanto (2020) examined the influence of spiritual leadership on workplace spirituality, employee conscientiousness, job satisfaction; and whether it can decrease deviant behaviour within the workplace. From the government of Pekanbaru in Indonesia, data was collected from questionnaires completed by 152 civil servants and was analysed using structural equation modelling (SEM) (Solimun, 2002). The instrument to measure spiritual leadership contained the following variables namely, (1) social, (2) convince and (3) altruistic. All three variables were deemed valid. The instrument to measure job satisfaction contained the following two valid variables namely, intrinsic and extrinsic. The standardised path coefficient of .51 indicated that spiritual leadership positively influenced job satisfaction which was considered significant ( $p \leq 0.0001$ ). This finding suggests that increasing spiritual leadership will improve job satisfaction and potentially self-efficacy (Wahyono, Prihandono & Wijayanto, 2020: 90-113).

Klenke (2007), identified spirituality as an antecedent of authentic leadership. Therefore, the next two studies focus on correlations between authentic leadership, self-efficacy.



Sultana, Darun, and Yao (2018) investigated the relationship between authentic leadership and psychological capital, in increasing job satisfaction. Usable questionnaires were completed by 262 Bangladeshi employees within the pharmaceutical industry. The 16-item Authentic Leadership Questionnaire (ALQ) was used to assess authentic leadership behaviour and had four dimensions namely (1) self-awareness, (2) rational transparency, (3) balanced processing and (4) internalised moral perspective. Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008) developed this instrument to measure these dimensions that have been conceptualised as encompassing authentic leadership. Psychological capital was measured by a shortened version of the psychological capital questionnaire, which was developed by Luthans, Youssef and Avolio (2007). Psychological capital is composed of four sub-dimensions namely (1) self-efficacy, (2) hope, (3) optimism and (3) resilience. To specifically measure self-efficacy, only items one to three were used from the 17-item questionnaire. In this study, the table of correlation coefficients (factor loading) presented the relationships between the various variables. The results showed that there was a positive correlation coefficient between self-efficacy and the four dimensions of authentic leadership and were stated as follows: self-awareness ( $r = .13$ ), rational transparency ( $r = .71$ ), balanced processing ( $r = .83$ ) and internalised moral perspective ( $r = .33$ ). All dimensions were considered significant at  $p \leq .01$ . Overall, a significantly strong correlation was found between authentic leadership and self-efficacy showing high practical significance (Sultana, Darun, & Yao, 2018: 1-13).

The aim of the exploratory study by Roux (2010) was to focus on the relationship between the level of perception of authentic leadership in management and its contribution to optimism, self-efficacy and employee engagement. A sample of 407 employees of a large South African liquor producing company had responses that were considered usable. To be considered, candidates had to have an acceptable level of literacy, be employed within the selected private sector organisation, and have a direct reporting relationship within the organisation. The Authentic Leadership Questionnaire (ALQ) was used to assess authentic leadership behaviour and had four dimensions namely (1) self-awareness, (2) rational transparency, (3) balanced processing and (4) internalised moral perspective. Avolio, Gardner and Walumbwa (2007) developed this instrument to measure the dimensions that have been conceptualised as encompassing authentic leadership. The 17-item General Self-

Efficacy Scale (GSES), developed by Sherer, Maddux, Mercandante, Prentice-Dunn, Jacobs and Rogers (1982), was used to assess the respondents' own levels of general self-efficacy. Although, the results indicate a positive and significant correlation ( $r = .14$ ,  $p \leq .01$ ) between authentic leadership and general self-efficacy, the relationship was considered to have low practical significance (Roux, 2010:1-145).

The studies discussed above, indicate that there is a strong positive and significant relationship between spiritual leadership and work self-efficacy. A variety of industries (banking/finance, manufacturing/production, and retail) were used to measure these variables. The size of the samples ranged from 152 to 736 with an average of 392 respondents and included a diverse population group, with respondents located in China and Taiwan, Turkey, Indonesia, Bangladesh and South Africa. For spiritual leadership, the instrument developed by Fry, Vitucci and Cedillo (2005), was consistently used. The relevant items used from the PsyCap scale instrument, developed by Luthans, Youssef and Avolio (2007), was used to measure self-efficacy. The findings from the study by Chen, Yang and Li (2012), concluded that spiritual leadership has a positive influence on the self-efficacy perceptions of employees. This was supported by the findings presented by Baykal and Zehir (2018) where the behaviours of spiritual leaders can enhance employee psychological capacities such as self-efficacy.

The explanatory study by Pio and Tampi (2018) indicated that high spiritual leadership leads to higher job satisfaction. This was corroborated by the findings presented by Wahyono, Prihandono and Wijayanto (2020), showing that increasing spiritual leadership will improve job satisfaction. Lastly, the results from two studies indicated a positive relationship between authentic leadership and self-efficacy (Roux, 2010; Sultana *et al.*, 2018).

The correlation values from all the studies ranged from .14 to .51. The findings from the first two articles found a positive and significant correlation between spiritual leadership and self-efficacy within the workplace, with a mean value of .34. The magnitude of the relations found between these two variables ranged from moderate to strong practical significance. A further two articles presented positive and significant correlations between spiritual leadership and job satisfaction with a mean value of .39.

The last two articles presented correlations between authentic leadership and self-efficacy with a mean correlation value of .32. The magnitude of the relations found between these two variables indicated low to high practical significance.

### **2.4.3 Effective Change Management and Work Self-Efficacy**

Kumar and Kamalanabhan (2005) investigated the influence of personality factors namely, self-esteem, optimism, perceived control, and change self-efficacy, on employees during organisational change in India. The sample consisted of 426 employees from a large public sector organisation that had undergone a major transformation over the last four years. The sample was comprised of employees across all organisational levels from administrative staff to junior, middle, and senior management with all having some form of formal education. They used a four-item scale measure developed by Ashford (1988) to assess change self-efficacy within a specific situation. To measure the ability of employees to cope with organisational change, the authors used a 12-item measure developed by Judge, Thoreson, Pucik and Welbourn (1999). The rationale for using this instrument was that it measured both self-reporting and assessed independent data sources. Focusing only on the applicable constructs, the results showed a correlation of .39 between coping with the change and change self-efficacy that was significant ( $p \leq .01$ ). Therefore, presenting evidence that change self-efficacy is positively related to coping with organisational change (Kumar & Kamalanabhan, 2005: 175–192).

Kirrane, Lennon, O'Connor and Fu (2016) investigated the mediating role of psychological capital in the relationship between perceived management support and employee readiness for change. Usable data was collected from a sample of 120 employees from a scientifically-focused public sector organisation in Ireland that was undergoing a significant change initiative across the entire company. To measure the employees' perception of management support for change, nine items from the instrument Organizational Change Questionnaire–Climate of change, Process, and Readiness (OCQ–C, P, R), developed by Bouckenooghe, Devos and Van Den Broeck (2009: 560) was used. An additional 13-items from the OCQ–C, P, R instrument was used to measure readiness for organisational change. The four components of psychological capital namely (1) efficacy, (2) hope, (3) resilience and (4) optimism,

were measured using the 24-item PsyCap Questionnaire (PCQ) instrument developed by Luthans, Youssef and Avolio (2007). The results showed that the relationship between perceived management support for change and readiness for change is positive ( $r = .61$ ) and significant ( $p \leq .01$ ). Similarly, it showed that the relationship between psychological capital and readiness for change is positive and significant ( $r = .49, p \leq .01$ ). Further to this, the relationship between self-efficacy and readiness for change was also shown to be positive ( $r = .24$ ) and significant ( $p \leq .01$ ). Lastly, the relationship between self-efficacy and perceived management support for change was shown to be positive and significant ( $r = .26, p \leq .01$ ). The research from this study shows that the response to change by employees is influenced by both their individual psychological resources and their perceptions of the organisational environment (Kirrane, Lennon, O'Connor & Fu, 2016: 1-33).

This multilevel design study by Herold, Fedor and Caldwell (2007) investigated the degree to which attitudes toward organisational changes may be affected by both contextual and personal influences. The data collected represented a wide variety of industry sectors across 25 organisations in the South-Eastern United States. For relevance, only the individual level measures will be considered. A sample size of 287 respondents was obtained from employees who had completed the Personal Change Surveys which assessed change commitment, change self-efficacy, and job impact (control variable). Four items from the instrument developed by Caldwell, Herold and Fedor (2004) were used to assess commitment to change. To measure change self-efficacy, six-items were adapted from the general self-efficacy scale developed by Chen, Gully and Eden (2001). The results from the individual-level measures showed that change commitment was significantly correlated ( $r = .37, p \leq .01$ ) with change self-efficacy. This strong positive relationship between individual self-efficacy and affective commitment to change indicates that individual differences in change-related efficacy not only directly affects commitment to change, but also interacts with the turbulent change setting and potentially influences organisational commitment (Herold, Fedor, & Caldwell, 2007: 942–951).

Further to that, Nwanzu and Babalola (2019) aimed to determine whether positive organisational behaviours (optimism, self-efficacy, and self-monitoring) can predict employee attitudes towards organisational change. A sample of 169 employees from organisations in the Delta State of Nigeria, participated in the study. To ensure a diverse sample, participants were selected from 15 public and six privately-owned companies. To provide generalised findings, the sample group consisted of both junior and senior staff members. Participants were also required to have a formal education, leading to a high usable rate of responses. The 10-item Generalised Self-Efficacy instrument, developed by Schwarzer and Jerusalem (1995), was used to measure an employee's general sense of perceived self-efficacy. The instrument developed by Dunham, Grube, Gardner, Cummings and Pierce (1989) was used to measure employee attitude towards organisational change and consisted of three components namely, (1) cognition, (2) affection and (3) behaviour tendency of attitude. The results indicated that there was a significantly positive and modest relationship between self-efficacy and attitude towards organisational change ( $r = .61, p \leq .01$ ). The practical significance found between these two variables was considered modest. The study concluded that although all the positive organisational behaviours influenced employees' attitude towards organisational change, the highest influencing factor was self-efficacy (Nwanzu & Babalola, 2019: 1-12).

Recently, Fatima, Riaz, Mahmood and Usman (2020) investigated the direct effect of employees' change-related self-efficacy on their commitment to the change process, with change readiness proposed as a mediator. A sample of 583 employees from financial institutions, media, and telecom sectors was obtained. The employees needed to be at a level of officer rank or above as they were more likely to be directly affected by the organisational change. The six-item change self-efficacy scale assessment instrument developed by Holt, Armenakis, Field and Harris (2007) was used to measure self-efficacy. Commitment to change was measured using an instrument that consisted of three dimensions namely, (1) affective commitment to change, (2) continuance commitment to change and (3) normative commitment to change, developed by Herscovitch and Meyer (2002). The results from the study showed that change self-efficacy had an overall positive and significant correlation with commitment to change ( $r = .12, p \leq .01$ ), however, change self-efficacy did not have a significant correlation with affective commitment to change. This result is

contrary to previous research that showed change self-efficacy has a positive relationship with affective commitment to change (Herold *et al.*, 2007; Giovanita & Mangundjaya, 2017). A possible reason for this is a disconnect between the individual's capability (self-efficacy) to do something and the desire to exercise that capability (affective commitment) within the organisation. Nevertheless, the findings from the article showed that employees' change-related self-efficacy directly influenced their commitment to change (Fatima, Riaz, Mahmood & Usman, 2020: 334-367).

Nielsen, Dawson, Hasson and von Thiele Schwarz (2021) investigated the influence of organisational change to improve employee capability. This involved appointing change agents and then determining the impact of their person-role fit on their job satisfaction during organisational change. Data was obtained from a final sample of 110 change agents from a large healthcare organisation in Sweden. The Person-Role (P-R) fit instrument was used to determine if the change agents perceived whether they possessed the necessary competencies to deal with the change processes. This single item instrument was developed for the purpose of this study by von Thiele Schwarz, Richter and Hasson (2018). The authors adapted the occupational self-efficacy scale developed by Rigotti, Schyns, and Mohr (2008) to include the word "change agent" therefore being able to measure role-specific self-efficacy. The results showed that there was a positive and significant correlation between role-specific self-efficacy and person-role fit ( $r = .28, p \leq .01$ ). Employees who perceived a good fit for their change agent roles reported the largest improvements in job satisfaction (Nielsen, Dawson, Hasson & von Thiele Schwarz, 2021: 57–73).

Following on from the above-described research, it seems that for change management to be successful, there needs to be a positive relationship between commitment to change and work self-efficacy. This was observed in a variety of settings such as the financial-, media-, telecom-, and healthcare industries. Both private and public organisations were studied. The size of the samples ranged from 110 to 583 with an average of 283 respondents and included a diverse population group, with respondents located in the United States, India, Nigeria and Sweden. Each study however used a different instrument to measure effective change management and work self-efficacy. Kumar and Kamalanabhan (2005) illustrated that in the public

sector in India, employees that experienced higher levels of self-efficacy, were better able to cope with organisational change. Kirrane, Lennon, O'Connor and Fu (2016) showed that self-efficacy played a significant role in the relationship between perceived management support and employee readiness for change. Herold, Fedor and Caldwell (2007) showed that within a wide range of industries in the United States, individual self-efficacy directly affected commitment to change and increased organisational commitment during turbulent change settings. High levels of self-efficacy positively influenced employees' attitude towards organisational change (Nwanzu & Babalola, 2019). Nielsen, Dawson, Hasson and von Thiele Schwarz (2021) found that employees who perceived a good fit for their change agent roles had high levels of job satisfaction. Fatima, Riaz, Mahmood and Usman (2020) found that employees' change-related self-efficacy directly influenced their commitment to change. The overall findings found a positive and significant correlations between effective change management and work self-efficacy. Effective change management which was assessed in terms of how employees were able to cope during organisational change, employee readiness for change, their attitudes towards organisational change and their commitment to the organisational change process. The correlation values ranged from .12 to .61 with a mean value of .34. The magnitude of the relationship found between these two variables ranged from low to moderate practical significance.

#### **2.4.4 Effective Change Management, Spiritual Leadership and Work Self-Efficacy**

One aim of the study conducted by Chen and Li (2013) was to assess whether a follower's self-concept mediated a positive relationship between spiritual leadership and organisational outcomes such as performance, organisational citizenship behaviour, and organisational commitment. For their study, the transcendental self-concepts were identified as organisation-based self-esteem and work-related self-efficacy. Questionnaires from 591 employees were obtained from enterprises in Taiwan and China. In Taiwan, the sample size was 372 respondents and included 20 companies from retail service industries, financial/banking industries, and manufacturing. In China, 219 employees provided valid responses from 12 companies in the manufacturing industry. The five-point Spiritual Leadership Scale (SLS)

developed by Fry, Vitucci and Cedillo (2005) was used to measure spiritual leadership. Although the four-item Organizational Commitment Scale (OCS) used to measure organisational commitment forms part of the spiritual leadership theory model developed by Fry, Vitucci and Cedillo (2005), it was originally developed and validated earlier by Nyhan (2000). To measure self-efficacy, three-items extracted from the Psychological Empowerment Scale developed by Spreitzer (1995) was used. The results from both sample groups ( $N = 591$ ) were combined to obtain an overall correlation matrix. The correlation matrix showed that there was a positive and significant correlation between organisational commitment and all three dimensions of spiritual leadership: vision ( $r = .52, p \leq .01$ ), hope/faith ( $r = .64, p \leq .01$ ), and altruistic love ( $r = .54, p \leq .01$ ). Similarly, the correlation matrix showed that there was a positive and significant correlation between self-efficacy and the three dimensions of spiritual leadership: vision ( $r = .28, p \leq .01$ ), hope/faith ( $r = .33, p \leq .01$ ), and altruistic love ( $r = .20, p \leq .01$ ). The results also showed a positive ( $r = .34$ ) and significant ( $p \leq .01$ ) correlation between the relationship of organisational commitment and self-efficacy. The magnitude of the relations found between these three variables indicated high practical significance. The results from the study indicate that spiritual leadership not only has an impact on follower self-efficacy but also directly encourages organisational outcomes such as organisational commitment (Chen, Yang & Li, 2013: 240-255).

In 2013, Bodla, Ali and Danish conducted an empirical study to investigate the relationship between spiritual leadership and individual outcomes such as organisational commitment, productivity and job satisfaction. Using questionnaires, data was collected from 456 bank employees from 55 branches in both the public and private sector in Multan and Bahawalpur cities of Pakistan. Over the last few years, the banking industry in Pakistan had undergone significant and rapid organisational changes increasing the relevance of the findings. The 17-item questionnaire developed by Fry, Vitucci and Cedillo (2005) was used to measure spiritual leadership incorporating its three components. Five items were used to measure vision and five items were used for altruistic love. To measure hope/faith, seven items were used. The questionnaire used to measure the organisational commitment of employees and had a total of four items. The Minnesota Satisfaction Index questionnaire developed by Weiss, Dawis, England and Lofquist (1967), was used to measure employee job satisfaction. Although a correlation analysis was done, the results were not presented



in the study. However, in the conclusion, the findings of the study showed that all three of the components of spiritual leadership positively affected individual outcomes. The statistical results also indicated that the positive relationship between spiritual leadership, organisational commitment, and job satisfaction was significant (Bodla, Ali & Qaiser Danish, 2013: 117-122).

Djaelania, Sanusib and Trianmantob (2020) investigated the relationship between spiritual leadership and job satisfaction and their impact on organisational commitment and organisational citizenship behaviour. Data was collected from a sample of 170 full-time lecturers at an Islamic University in Malang. This cross-sectional design study used convenience sampling, and five questionnaires that were adapted from existing measures. To measure spiritual leadership, the authors used the spiritual leadership theory model developed by Fry, Vitucci and Cedillo (2005). This 17-item questionnaire measured the three components of spiritual leadership namely (1) vision, (2) hope/faith, and (3) altruistic love. Job satisfaction was measured using a 15-item questionnaire developed by Hulin and Judge (2003), and measured job satisfaction in terms of five job attitudes (pay, opportunities for promotion, co-workers, supervision, the job itself). The questionnaire developed by Allen and Mayer (1990) was used to measure organisational commitment in terms of its three components namely, (1) affective commitment, (2) continuance commitment, and (3) normative commitment. The results showed a positive and significant correlation between spiritual leadership and job satisfaction ( $r = .70, p \leq .01$ ), as well as a positive and significant correlation between spiritual leadership and organisational commitment ( $r = .67, p \leq .01$ ). A positive and significant correlation was also noted between job satisfaction and organisational commitment ( $r = .72, p \leq .01$ ). The study findings indicated that the effects of both spiritual leadership and job satisfaction can influence organisational commitment (Djaelania, Sanusib & Trianmantob, 2020: 3907–3914).

Park and Seo (2016), examined the factors that influence the relationship between authentic leadership and organisational effectiveness such as organisational commitment, job satisfaction, and organisational citizenship behaviour. In addition to this, the influence of the moderating effect of self-efficacy on authentic leadership was investigated. A total of 239 usable questionnaires were obtained from employees working for Company K, a financial investment company in South Korea. No

information was provided on what types of questionnaires were used. However, all four dimensions of authentic leadership were measured (self-awareness, relational transparency, balanced processing, and internalised moral perspective). The results from the correlation matrix showed that there was an overall positive and significant correlation between organisational commitment and authentic leadership ( $r = .48, p \leq .01$ ). Similarly, the correlation matrix showed that there was a positive and significant correlation between self-efficacy and authentic leadership ( $r = .45, p \leq .01$ ). The results also showed a positive ( $r = .42$ ) and significant ( $p \leq .01$ ) correlation between organisational commitment and self-efficacy. Overall, authentic leadership was shown to have positive impacts on organisational outcomes such as organisational commitment, job satisfaction. Similarly, self-efficacy was shown to positively affect these factors (Park & Seo, 2016: 1-6).

Rego, Lopes, and Nascimento (2016) proposed that positive psychological capital mediated the relationship between authentic leadership and organisational commitment. Data was collected from 309 employees working in the public and private sector in Portugal. To measure organisational commitment in Portugal, the questionnaire developed by Allen and Meyer (1990) was adapted. It consisted of 19 items representing the three components of organisational commitment namely (1) affective, (2) normative and (3) continuance commitment. The Authentic Leadership Questionnaire developed by Avolio, Gardner, Walumbwa, Luthans and May (2004) was used to measure authentic leadership. It consisted of 16 items that measured the four dimensions of authentic leadership (self-awareness, relational transparency, internalised moral perspective, and balanced processing), followed by an analysis to provide an overall global construct of authentic leadership. Psychological capital is composed of four components namely (1) self-efficacy, (2) optimism, (3) hope and (4) resilience. To measure this construct, the 12-item PsyCap Questionnaire developed and validated by Luthans, Youssef and Avolio (2007) was used. The results from the factor loading matrix showed that there was a positive and significant correlation between organisational commitment and the authentic leadership global construct ( $r = .20, p \leq .01$ ). Similarly, the factor loading matrix showed that there was a positive and significant correlation between self-efficacy and the authentic leadership global construct ( $r = .91, p \leq .01$ ). The results also showed a positive ( $r = .37$ ) and significant ( $p \leq .01$ ) correlation between the relationship of organisational commitment and self-

efficacy. The findings concluded that positive self-efficacy, which is part of psychological capital, has a mediating role between the relationship of authentic leadership and organisational commitment (Rego, Lopes & Nascimento, 2016: 129-151).

The studies discussed above indicate that there is a strong positive and significant relationship between organisational commitment, spiritual leadership and work self-efficacy. A variety of industries (finance, manufacturing/production and retail), in both the public and private sector, were used to measure these variables. The size of the samples ranged from 170 to 591 with an average of 262 respondents and included a diverse population group with respondents located in China and Taiwan, Pakistan, Malang, South Korea and Portugal. For spiritual leadership and organisational commitment, the instrument developed by Fry, Vitucci and Cedillo (2005), was used repeatedly. Self-efficacy was measured by both the PsyCap scale instrument, developed by Luthans, Youssef and Avolio (2007), and an instrument developed by Meyer and Allen (1993). The results from the study by Chen and Li (2013) showed that spiritual leadership had a direct impact on follower self-efficacy as well as directly encouraged organisational outcomes such as organisational commitment. Empirical evidence presented by Bodla, Ali and Danish (2013) indicated that there was a significantly positive relationship between spiritual leadership, organisational commitment, and job satisfaction in the public and private financial sector in Pakistan. These findings were supported by Djaelania, Sanusib and Triantob (2020) which showed that the effects of both spiritual leadership and job satisfaction can influence organisational commitment. The results from Park & Seo, (2016) showed that authentic leadership and self-efficacy had positive impacts on both organisational commitment and job satisfaction. Similarly, the findings by Rego, Lopes and Nascimento (2016) concluded that positive psychological capital, including self-efficacy, had a mediating role in the relationship of authentic leadership and organisational commitment. The correlation values between spiritual leadership, authentic leadership and organizational commitment from all the studies ranged from .20 to .67 with a mean correlation value of .48 and all were found to be positive and significant. The correlations between spiritual leadership/authentic leadership and self-efficacy/job satisfaction within the workplace ranged from .27 to .91 with a mean of .58 and were all found to be positive and significant. Lastly, the studies presented

positive and significant correlations between organisational commitment and self-efficacy/job satisfaction that ranged from .34 to .72 with a mean correlation value of .46. Chen and Li (2013) indicated that the magnitude of the relations found between these three variables showed high practical significance.

## **2.5 Chapter summary**

A review of current literature provided definitions and explanations of the respective variables to be used in this study, namely effective change management, spiritual leadership, and work self-efficacy. This was followed by the identification and examination of the precursors to work self-efficacy. Empirical evidence was provided to show that relationships do exist between the respective variables. This information will be used to support the effect of effective change management and spiritual leadership on work self-efficacy in times of crisis.

## **Chapter 3: Research Methodology**

In Chapter Three, the aim of the investigation is stated, and the research methodology applied is outlined, including descriptions of the population, sample size, measuring instruments, design study and the method used to collect, analyse and interpret the data. Chapter Three therefore, describes how the research methodology will answer the research problem and meet the research objectives as stated in Chapter One.

### **3.1 The aim of the empirical investigation**

The main aim of this study was to investigate how the impact of COVID-19 may have affected the relationship between effective change management, spiritual leadership and work self-efficacy in the private sector.

### **3.2 Population**

A population is the full set of elements or cases from which the sample is taken and therefore allows conclusions to be drawn or inferences made regarding the entire population (Saunders *et al.*, 2019). As this study formed part of a larger joint research project, the overall population is made up of the employees across 29 organisations within the South African private sector.

### **3.3 The sample**

A sample is a set of selected elements or cases of a population, whereby the data obtained represents the total population (Cohen *et al.*, 2018). For this study, random stratified sampling was conducted as this sampling technique divides the study population into groups so that each group contains shared characteristics and then applying random sampling within those groups (Leavy, 2017). A sampling frame is a complete list of all the elements or cases in your population, from which the sample is actually drawn (Sarstedt & Mooi, 2019). The sample frame was a physical list of the employees which included all the necessary employee information such as email addresses, phone numbers and departments. From the sample frame, a random

sample was obtained. A random sample is a technique that involves a randomly chosen subgroup of the population. This ensures each participant has an equal probability of being selected (Saunders *et al.*, 2019).

From the Shackleton Risk management company, the sample size consisted of 60 respondents. It is important to note, that the data obtained from the 60 respondents forms part of a larger sample sector and therefore the results and findings will be based on the pooled data set. This sample size was selected based upon the central limit theorem. The central limit theorem proposes that if random samples of identical size are repeatedly drawn from any population, the average of those samples will have approximately normal distribution, regardless of the population distribution shape (Cohen *et al.*, 2018).

### **3.3 Measuring instruments**

Information was gathered using four measures. The specific measures were chosen because this study forms part of a larger joint research project that is being conducted by UNISA's Graduate School of Business Leadership (SBL).

#### **3.3.1 Effective Change Management**

Effective change management was measured using the Perceived Effective Change Management measurement. This instrument was developed by Isaacs, Grobler and Mathafena (2013). It has been designed to measure the elements of effective change management namely communication, involvement, and trust. The Perceived Effective Change Management questionnaire is a composite of constructs and items that was developed from existing questionnaires including, the appraisal of change management questionnaire, the intervention process measure, and the trust in management and social influence during the change process instrument (Isaacs *et al.*, 2013). Effective change management was measured using 20 items. However, the first seven items were used to measure the magnitude of change and are not related to the Perceived Effective Change Management measurement.

The measuring instrument consists of 13 items (items 8-20) and the data collected from these 13 items will be analysed and the findings presented in chapter four. The first item of the Perceived Effective Change Management measurement reads as follows: "Management has informed me clearly about the goals of the change". Instrument reliability was confirmed as it's composite reliability value was .88, which was above the required minimum of .70 (Hair, Black, Babin & Anderson, 2019). The scale used in this measure is a five-point Likert Scale with a maximum score of 65 and a minimum score of 13. A high score infers that employee commitment and work performance has successfully increased during the change process. Whereas a low score suggests that during the organisational change process there has been a high level of employee uncertainty. Perceived Effective Change Management measurement was included as this study forms part of a joint research project (Refer to Textbox 1).

### **3.3.2 Spiritual Leadership**

The Spiritual Leadership within African Management Philosophies scale was used to measure spiritual leadership in a South African organisational context (Sibanda & Grobler, 2021). It measures organisational spiritual leadership and includes elements such as opinions, beliefs, and attitudes. This scale was developed by collecting and analysing qualitative data using Interactive Qualitative Analysis (IQA).

The instrument consists of 18 items and the first item reads as follows: "My leader cares about people in the true sense of Ubuntu". The scale used in the measure is a five-point Likert Scale ranging from "strongly agree" to "strongly disagree". This instrument has a maximum score of 90 and a minimum score of 18. A high score indicates that employees perceive that the spiritual values of leaders allow them to foster a spirit of co-operative teamwork within the organisation. Conversely, low scores infer that there is a perception that organisational leaders do not recognise employees as a whole beings at work. The reliability and validation of the measure is being tested by fellow researchers completing a Master of Business Leadership (MBL) or Master of Business Administration (MBA) degree through UNISA's Graduate School of Business Leadership as part of a joint research project. Through these programmes,

data will be collected from employees of several South African organisations and therefore provide reliability and validation data for this instrument.

When leaders pursue high levels of spiritual leadership, they are able to enhance organisational outcomes such as workplace performance and employee engagement, ultimately improving overall employee welfare (Grobler & Sibanda, 2021).

### **3.3.3 Work Self-Efficacy**

For this study, the Work Self-Efficacy Scale was used to measure work self-efficacy within the private sector. Avallone, Pepe and Porcelli (2007) developed this measure to assess employee perceptions around specific work areas including their ability to manage interpersonal relationships and work with colleagues that have a diverse set of characteristics and experiences. In addition, whether efficacious behaviour is displayed within the workplace, their ability to learn new work methods, and adhere to work schedules, deadlines and assigned goals.

The instrument consists of 10 items and is comprised of a two-factor structure namely, relational willingness and commitment. Relational willingness consists of the first five items and focuses on employee relationships with colleagues and superiors. Commitment consists of the last five items and refers to how employees perceive their capability of attaining set objectives and knowingly committing to their own work. The first factor identified had a Cronbach's Alpha coefficient value of .85 and the second factor had a Cronbach's Alpha coefficient value of .82 (Avallone *et al.*, 2007). The measure used a five-point Likert Scale, and the first item reads as follows: "Thinking about your current working realities, how well can you achieve goals that you are assigned". The maximum score that can be obtained from this scale was 50, while the minimum score was 10. A high score implies that employees' perceptions of their workplace are positive, employees display respectful behaviours and are able to achieve their required goals. A low score could indicate that employees may feel disconnected from their colleagues and have low perceptions regarding their ability to achieve their goals and overcome challenges.



### **3.3.4 Demographic items**

This measure consisted of seven items and these specific items were chosen to show the representivity of the sample within the South African workforce.

The items included were:

- Gender: Male; Female.
- Race: Asian; Black; Coloured; White.
- Age: Years.
- Years of formal schooling: Less than 12 years; 12 years (matric); 1<sup>st</sup> Degree/Diploma; Higher degree/Higher diploma
- Number of years with present employer: Years.
- Type of work: Support/admin; core business/operations.
- Post level: Top/Senior management, Middle management/Professional, Junior management/Supervisors/Semi-skilled workers.

In summary, the study consisted of three measures, namely the Perceived Effective Change Management measure, which consisted of 13 items, the Spiritual Leadership within African Management Philosophies scale consisting of 18 items and Work Self-Efficacy Scale which consisted of 10 items. A total of 41 items were therefore included in this study. The measures as it appeared in the questionnaire are presented in the quantitative survey questionnaire (Annexure A).

### **3.4 Design of the study**

The research design was cross-sectional in nature and the research strategy was quantitative. A cross-sectional design is when the information obtained from the respondents is taken at one point in time and therefore represents that specific point in time. As time was a significant constraint for this study, a cross-sectional research design was the most appropriate as the respondents were only required to complete the questionnaire once (Blumberg *et al.*, 2014; Cohen *et al.*, 2018).

Quantitative research comprises of the collection and analysis of numerical data in an objective and controlled manner. This strategy is appropriate as it allowed precise measurements to be obtained and present causal relationships, associations, and correlations that can be generalised to the wider population (Cohen *et al.*, 2018; Sarstedt & Mooi, 2019).

#### Text box 1: Scope of study

This study forms part of a research project within the research focus area of effective change management, together with spiritual leadership, on work self-efficacy during COVID-19. The overarching project comprised of 13 constructs. The instruments measuring these constructs were identified and, in some instances, adapted by the project leaders. Each participant in the project administered all 13 instruments. The analysis and the reporting of the statistical results was based on the pooled data of the research project, which is a composite of all datasets of participating students with each student researcher focusing on three variables.

Based on the three concepts allocated to the research student, they needed to identify and contextualise a research problem in the environment where they intend to collect the data. Following the identification of a suitable research site, students had to obtain permission to conduct the study from appropriate authority, as per the granted ethical clearance from the SBL Research Ethics Committee, [ref nr: 2021\_SBL\_AC\_005\_CA] (Annexure B).

Students were trained in research ethics, appropriate sampling techniques and the administration of the instruments. The students then had to draw samples independently, contact respondents, and obtain consent from participants before administering the instruments. The data was captured in a pre-set Excel spreadsheet.

An administrator merged all data files of all the participants and prepared it to be imported into SPSS. Students were trained in the relevant and appropriate statistical techniques applicable to their study and informed of alternative methods of analysis. They consequently received the SPSS outputs related to their studies, which they needed to report and interpret independently.

The project leader is Prof A Grobler and he is the author of this text box. The strategy described in textbox 1 was followed by all students involved in the overarching study.

### **3.5 Method**

The research formed part of a larger research project which provided a platform to investigate the research topic within the chosen industry. Before the research programme commenced, the author was provided with the required information to conduct an ethical research study, including a copy of the Unisa research ethics policy. The initial step involved identifying an appropriate organisation from which to collect the required sample data. The organisation in which research was to be conducted was approached and provisional permission to conduct the research was obtained from the General Manager and Head of Human Resources.

Unexpectedly, a week before the deadline for submission of the chosen organisation in which the research would be conducted, the legal department for the entire African continent declined permission for the research to be conducted within the South African affiliate. This led to four other companies being contacted and permission was obtained to conduct research within the Shackleton Group Company. Firstly, the Head of the Human Resources (HR) department at The Shackleton Group was contacted. This was first done via a telephone call where key information was discussed such as the reason for the research, what was required from both the company and the employees and how this research would benefit the organisation. A follow up email was sent stating the points discussed as well as with the ethical clearance document attached. Due to accessibility and the time constraints, a decision was made that the research could be conducted at the Shackleton Risk Management Company. The General Manager (GM) of the Shackleton Risk Management Company was contacted using the same formal process. A formal permission letter was then received from the General Manager providing the author with permission to conduct the research at the Shackleton Risk Management Company. The permission letter is presented in Annexure C.

A training session was conducted by the SBL with all the fellow researchers participating in the larger research project. During this training session, participants were taught how to draw a random sample and how to administer the battery of tests.

The sample frame was provided by the Head of Human Resources for the Shackleton Risk Management Company. This was a list of all personnel within this company and their corresponding company email addresses. The questionnaire was emailed to all employees at the same time. The first 60 employees to respond with completed questionnaires were used to determine the random sample. The questionnaire was sent to all the Shackleton Risk Management Company employees in a Microsoft Word Document.

To ensure anonymity, the participants were requested to send the completed questionnaire back to the researcher only.

For the general information section, the respondents were requested to highlight/circle or put a cross (x) next to the corresponding answer. For the constructs, the employees were asked to type or write the appropriate number in the answer column.

To ensure that the required sample number was achieved, all employees were sent a weekly email as a reminder, with the attached questionnaire for ease of access. This was done for five continuous weeks. Besides the initial challenge, other challenges were encountered such as several questionnaires received had incomplete data and had to be sent back to the respondents to finalise. One of the divisions was closed for 10 days due to an outbreak of COVID-19 in the office which delayed some responses.

After 60 completed questionnaires were received, the data from the questionnaire was transferred and captured onto a Microsoft Excel spreadsheet provided by Professor Grobler from the SBL. This was to be done within a strict timeline. Once Professor Grobler had received all the populated spreadsheets from the 29 organisations within the private sector, the data was pooled to create the full sample set.

All fellow researchers then attended another research programme training session where the data analyses were provided and discussed. Part of this training session included information and guidance on how to interpret the data. The particulars around this will be provided under the heading 3.6 of this chapter. The results from this analysis are presented in tables which are reported in Chapter Four. Interpretation of

the results and conclusions made is the last step of this study and will be reported in Chapter Five.

### **3.6 Data analysis**

The first step in the data analysis process was to generate the data that was used to define the sample. This was achieved by establishing the demographics of the sample group such as calculating the averages of continuous variables (e.g., age) and frequencies for categorical data (e.g., qualifications). The demographic information obtained provides important data on the sample group and determines whether the respondents in the study are representative of the population, therefore, allowing inferences and generalisations to be made (Hair *et al.*, 2019).

For each variable - effective change management, spiritual leadership and work self-efficacy - descriptive statistics were calculated. The data collected was described and summarised using two types of descriptive statistics namely the mean and standard deviation. The mean, represented as a single value, calculates the average of all data values obtained. The standard deviation is a measure of dispersion and illustrates the extent of spread of the individual scores (Hair *et al.*, 2019; Saunders *et al.*, 2019). These were used to understand the positions of each variable.

A reliability analysis was conducted to assess the trustworthiness of the findings obtained (Saunders *et al.*, 2019). The method used to test for reliability is the Cronbach alpha. The coefficient is widely used for multi-item scales as it measures the internal consistency among the items of an instrument (Cohen *et al.*, 2018). By calculating the Cronbach alpha, the suitability and effectiveness of the instruments that were used to measure effective change management, spiritual leadership and work self-efficacy, were assessed. Cohen, Manion and Morrison (2018) suggest that a value of .7 or above is considered an acceptable reliability level.

A one-way analysis of variance (ANOVA) was performed. ANOVA uses parametric data to measure the differences between three or more groups (Cohen *et al.*, 2018). ANOVA calculates the differences in variable means across the different groups and shows if these differences are statistically significant (Hair *et al.*, 2019). The function

of statistical significance tests is to determine whether a particular result achieved has or has not occurred by chance. For the difference in mean scores to be considered statistically significant, the  $p$  value must be less than .05 ( $p < .05$ ) (Blumberg *et al.*, 2014).

The purpose of using the ANOVA test was to assess the homogeneity of the mean scores between the chosen organisations. If the null hypothesis is met, homogeneity exists as there is no significant difference among the means across the groups. Alternatively, if the null hypothesis is rejected, this indicates statistically significant differences across the different groups (Cohen *et al.*, 2018; Sarstedt & Mooi, 2019). This was essential to ensure the data collected from all the organisations could be pooled to create a larger sample size and to ensure the organisations did not differ fundamentally on the various levels of the phenomena. T-tests were also performed to discover statistically significant differences between the means of two groups that are randomly assigned (Cohen *et al.*, 2018).

Before a T-test can be used to compare two groups, a Levene test must be conducted to determine whether the variance in the mean scores is the same. Therefore, it can be seen as a guide as to which of the two rows must be used to interrupt the results of the T-tests. If the probability value is not statistically significant ( $p > 0.05$ ) then equal variances can be assumed and the first row is used as the basis for analysing the T-test results. If the probability value is considered statistically significant then equal variances are not assumed and the data from the second row is used (Sarstedt & Mooi, 2019).

The overarching study involves pooling the data to create a larger sample size. As the size of the data set increases, statistical significance tests often result in smaller  $p$ -values indicating significance. Therefore, it is important to also examine the effect size as it is independent of the sample size. Effect size measures the magnitude of the difference between two or more groups and therefore indicates practical significance (Hair *et al.*, 2019). Several types of calculations are used to measure effect size which include difference testing and correlation analyses. For a T-test, the Cohen's  $d$  value is the most widely used statistic and the following guidelines are used to measure the magnitude of the effect size: .20 indicates a small effect, .50 indicates a medium effect

while .80 indicates a large effect. For correlational data, the effect size is calculated in terms of a correlation coefficient in conjunction with the direction of the association, whether the correlation is positive or negative (Cohen *et al.*, 2018).

Correlations were then calculated between effective change management, spiritual leadership and work self-efficacy. This was done to establish if meaningful relationships exist between these variables. The most common measure of association is the Pearson's coefficient of correlation ( $r$ ) and expresses the linear relationship between two continuous variables in a quantitative form (Babchishin & Helmus, 2016). It is important to determine the magnitude of the correlation coefficient, the effect size, the level of significance and direction (positive and negative). The values for the Pearson's coefficient can range from -1 to +1 and the larger the absolute value is, the stronger the relationship is between the variables, regardless of the direction (Frost, 2019). The following guidelines are proposed for the magnitude of correlations: .10 indicates a small effect, .30 indicates a medium while .50 is a large effect (Babchishin & Helmus, 2016; Pallant, 2016). A positive value suggests that an increase in the value of one variable will tend to increase the value of the other variable. Whereas a negative value indicates that an increase in the value of one variable will result in the decrease in value of the other variable (Frost, 2019).

The final statistical test that was performed was a linear regression analysis. This was done to determine if combining effective change management and spiritual leadership could predict work self-efficacy in a meaningful manner. Unlike correlation analysis which measures the strength of the relationship between two variables, a linear regression analysis mathematically quantifies the relationship between the variables and is represented by a regression coefficient ( $R^2$ ) (Darlington & Hayes, 2016; Kumari & Yadav, 2018). Therefore, the R square quantifies how much variance in the work self-efficacy is explained by effective change management and whether this variance was improved with the addition of spiritual leadership. The regression coefficient values range from 0 to 1, where 1 represents a perfect linear relationship between the variables. For research studies, the following  $R^2$  values and adjusted  $R^2$  values of .02, .13, or .26 are considered to be small, medium and large effect sizes respectively (Cohen *et al.*, 2018; Kumari & Yadav, 2018).

### **3.7 Ethical considerations**

Essential to this study, were the ethical considerations applied with regards to the execution of the study. Confidentiality and anonymity of the respondents and their responses were ensured by removing any identifiable data or elements. Prior to the start of the investigation, informed consent was obtained from all respondents and all respondents were made aware that their participation was voluntary. In addition, it was made known that any respondent could withdraw from the study at any time. Lastly, no reimbursement or monetisation was awarded for participating in the study.

### **3.8 Summary**

This chapter described the aim of the investigation, the sample which identified the population and sample size, the chosen measurement instruments, the design study, and the method used to collect, analyse and interpret the data. Overall Chapter Three provided information on how the research problem would be answered and the research objectives met. In Chapter Four the results of data collected for the study are presented.



## **Chapter 4: Results**

In Chapter Four the results of the data collected are analysed and presented. Initially, the sample was analysed in terms of specific statistics such as age, tenure, gender, and race, and are discussed and reported on across all 29 organisations. The next section presents the descriptive statistics for the instruments used to measure effective change management, spiritual leadership, and work self-efficacy. Following this, the findings from the correlation analysis are presented to determine if meaningful relationships exist between effective change management, spiritual leadership and work self-efficacy. The results from the inferential analyses are reported on to determine if homogeneity was found across the 29 organisations within the private sector. Lastly, the relationship between effective change management, spiritual leadership and work self-efficacy will be examined with reference to the Pearson's coefficient of correlation, and linear regression.

Effective change management, spiritual leadership and work self-efficacy consist of several factors therefore making these variables multi-dimensional. For the purpose of this study, the descriptive statistics, the correlational and reliability analyses include the respective factors of these variables. In contrast, the inferential statistics and the multiple regression analyses will be performed on their total scores.

### **4.1 Sample**

From the Shackleton Risk management company, the sample size consisted of 60 respondents. However, as this is a joint research project, the data obtained formed part of a larger sample sector and the overall reporting will be based on the results of the pooled sample size of 1733 respondents. The sample was drawn from the South African private sector and included 29 organisations. To ensure confidentiality, unique numbers were allocated to each organisation resulting in the allocated organisational numbers not following a specific numeric sequence. The findings presented in this chapter will consist of the individual organisational results as well as the results from the pooled data which represents the mean across all the organisations. The individual organisational data is presented in ascending order to make it easier to identify and

analyse. For each sample statistic, the overall pooled sample size of respondents will differ slightly as not all respondents answered every question.

In Table 4.1, the age statistics of the respondents will be discussed as reported across all 29 organisations. The mean age and standard deviation will be presented for each organisation followed by the pooled sample data. This was necessary to determine if the pooled sample is representative of the overall workforce in the South African private sector. For the age statistic, the pooled sample size included answers from all 1733 respondents. To protect the identity of the organisations, unique numbers were allocated to each organisation resulting in the allocated organisational numbers not necessarily following a specific numeric sequence.

Table 4.1: Age statistics: per organisation and the pooled sample:

<b>Organisation</b>	<b>Mean Age</b>	<b>Standard Deviation</b>
4	39.90	9.28
5	40.50	9.84
6	38.45	9.18
7	34.72	7.93
8	38.44	9.13
9	35.23	8.46
10	44.59	8.31
14	37.73	6.20
15	44.28	8.05
16	37.65	8.21
18	34.37	4.62
19	40.02	8.31
21	43.64	8.76
22	37.47	8.26
24	37.22	5.68
26	36.98	7.20
27	37.83	8.93
29	36.20	8.50

Table 4.1 (continued): Age statistics: per organisation and the pooled sample:

Organisation	Mean Age	Standard Deviation
31	39.03	9.76
32	37.37	7.97
33	36.97	9.57
35	38.35	8.64
36	35.07	7.23
37	38.92	9.83
40	39.28	11.32
41	39.66	9.50
42	43.58	7.04
44	39.20	8.79
45	36.93	6.55
Pooled	38.59	8.77

The age statistics reported in Table 4.1 showed an overall mean age of 38.59 ( $SD = 8.77$ ) across all 29 organisations. The highest mean age of 44.59 ( $SD = 8.31$ ) was seen in organisation 10 whereas the lowest reported mean age of 34.37 ( $SD = 4.62$ ) was found within organisation 18. According to the latest report from the department of labour, the age group of 35 to 44 contributes the highest population towards the labour force consisting of 31.55%. Therefore, when considering the respondents across the 29 organisations, the mean pooled sample was seen to be an accurate representation of the mean age of the labour force within South Africa as reported by StatsSa (StatsSa, 2021). In addition, the relatively high mean age reported across the organisations within the private sector suggests that in terms of age, that the respondents can be considered mature.

In Table 4.2 the tenure of the respondents will be discussed as reported across all 29 organisations. The mean tenure and standard deviation will be presented for each organisation followed by the pooled sample data. The total sample size for this statistic was 1731 as two respondents chose not to disclose their tenure. Measuring the tenure is important to assess the stability of the workforce and to determine if the findings are representative of the overall workforce within the South African private sector.

Table 4.2: Tenure statistics: per organisation and the pooled sample:

Organisation	Mean Tenure	Standard Deviation
4	11.40	6.60
5	10.05	8.47
6	9.47	5.89
7	3.23	2.32
8	4.22	3.14
9	4.85	2.70
10	11.85	9.05
14	4.17	2.21
15	16.70	8.20
16	6.67	4.74
18	2.83	1.06
19	11.15	7.75
21	11.80	7.54
22	6.12	4.81
24	4.73	2.92
26	7.42	4.53
27	10.28	6.86
29	5.78	3.97
31	7.87	6.51
32	9.45	7.71
33	9.62	7.10
35	9.70	6.72
36	7.48	4.80
37	8.02	6.28
40	5.35	3.81
41	10.34	8.43
42	12.00	5.19
44	9.69	7.98
45	5.68	4.41
Pooled	8.18	6.71

The tenure statistics reported in Table 4.2 determined that the mean tenure of the respondents is 8.18 ( $SD = 6.71$ ) across all 29 organisations. The highest mean tenure reported was seen in organisation 15 with a mean tenure of 16.70 ( $SD = 8.20$ ) whereas organisation 18 reported the lowest mean tenure of 2.83 ( $SD = 1.06$ ). In 2018, the mean tenure for the South African labour force was 4.17 (50 months) as reported by StatsSa (2019). Therefore, in terms of tenure, the workplace in the South African private sector, appears to have remained stable across all 29 organisations, as the findings are greater than that of the overall South African labour force tenure.

In Table 4.3 the gender composition of the respondents will be discussed as reported across all 29 organisations. The male to female ratio will be presented for each organisation followed by the pooled sample data. In certain organisations, the male to female ratio does not equate to 60 respondents. This is due to missing data values as some respondents decided not to disclose their gender. The gender composition will be expressed in terms of actual numbers as well as percentages and used to determine if the pooled sample is representative of the overall workforce in the South African private sector.

Table 4.3: Gender composition: per organisation and the pooled sample:

Organisation	Male	Female
4	24 (40.00%)	36 (60.00%)
5	41 (68.30%)	19 (31.70%)
6	19 (31.70%)	41 (68.30%)
7	21 (35.00%)	39 (65.00%)
8	18 (29.50%)	43 (70.50%)
9	40 (66.70%)	20 (33.30%)
10	31 (57.40%)	23 (42.60%)
14	24 (40.00%)	36 (60.00%)
15	22 (36.70%)	38 (63.30%)
16	34 (56.70%)	26 (43.30%)
18	30 (50.00%)	30 (50.00%)
19	32 (54.40%)	27 (45.80%)
21	26 (42.60%)	35 (47.40%)

Table 4.3 (continued): Gender composition: per organisation and the pooled sample:

Organisation	Male	Female
22	23 (38.30%)	37 (61.70%)
24	36 (60.00%)	24 (40.00%)
26	22 (36.70%)	38 (63.30%)
27	27 (45.00%)	33 (55.00%)
29	9 (15.00%)	51 (85.00%)
31	35 (58.30%)	25 (41.70%)
32	40 (66.70%)	20 (33.30%)
33	33 (55.00%)	27 (45.00%)
35	35 (58.30%)	25 (41.70%)
36	43 (71.70%)	17 (28.30%)
37	5 (8.30%)	55 (91.70%)
40	20 (33.30%)	40 (66.70%)
41	29 (50.00%)	29 (50.00%)
42	17 (28.30%)	43 (71.70%)
44	21 (35.00%)	39 (65.00%)
45	32 (53.30%)	28 (46.7%)
Pooled	789 (45.50%)	944 (54.50%)

The gender composition in Table 4.3 shows that by a marginal percentage, females are better represented in the pooled sample at 54.50%. When comparing this to the general South African labour force data, as reported by StatsSa (2021), females are slightly less represented than males at 43.37%. Although the pooled sample is not an accurate representation of the general South African workforce, it does not favour a particular gender. Organisation 37 reported the highest female composition of 91.70% whereas organisation 36 reported the lowest female composition of 28.30%.

In Table 4.4 the racial statistics of the respondents will be reported across all 29 organisations. The ratio of Asian, Black, Coloured and White will be presented for each organisation followed by the pooled sample data. The racial statistics will be expressed in terms of actual numbers as well as percentages and used to determine if the pooled sample is representative of the overall workforce in South Africa.

Table 4.4: Racial statistics: per organisation and the pooled sample statistics:

Organisation	Asian	Black	Coloured	White
4	3 (5.00%)	14 (23.30%)	28 (4.70%)	15 (25.00%)
5	1 (1.70%)	12 (20.00%)	30 (50.00%)	17 (28.30%)
6	0 (0.00%)	0 (0.00%)	0 (0.00%)	60 (100.00%)
7	3 (5.00%)	10 (16.70%)	0 (0.00%)	47 (78.30%)
8	4 (6.60%)	38 (62.30%)	6 (9.80%)	13 (21.30%)
9	0 (0.00%)	4 (6.70%)	1 (1.70%)	55 (91.70%)
10	1 (1.90%)	29 (53.70%)	9 (16.70%)	15 (27.80%)
14	0 (0.00%)	56 (93.30%)	3 (5.00%)	1 (1.70%)
15	1 (1.70%)	51 (85%)	2 (3.30%)	6 (10.00%)
16	12 (20.00%)	20 (33.30%)	5 (8.30%)	23 (38.30%)
18	16 (26.70%)	26 (43.30%)	13 (21.70%)	5 (8.30%)
19	14 (23.70%)	40 (67.80%)	2 (3.40%)	3 (5.10%)
21	6 (9.80%)	40 (65.60%)	5 (8.20%)	10 (16.40%)
22	0 (0.00%)	24 (40.00%)	31 (51.70%)	5 (8.30%)
24	8 (13.30%)	46 (76.70%)	2 (3.30%)	4 (6.70%)
26	2 (3.30%)	25 (41.70%)	21 (35.00%)	12 (20.00%)
27	3 (5.00%)	46 (76.70%)	3 (5.00%)	8 (13.30%)
29	2 (3.30%)	13 (21.70%)	12 (20.00%)	33 (55.00%)
31	10 (16.70%)	43 (71.70%)	3 (5.00%)	4 (6.70%)
32	2 (3.30%)	47 (78.30%)	2 (3.30%)	9 (15.00%)
33	10 (16.70%)	34 (57.70%)	9 (15.00%)	7 (11.70%)
35	11 (18.30%)	21 (35.00%)	5 (8.30%)	23 (38.30%)
36	1 (1.70%)	43 (71.70%)	6 (10.00%)	10 (16.70%)
37	15 (25.00%)	28 (46.70%)	9 (15.00%)	8 (13.30%)
40	1 (1.70%)	35 (58.30%)	5 (8.30%)	19 (31.70%)
41	13 (22.40%)	21 (36.20%)	3 (5.20%)	21 (36.20%)
42	3 (5.00%)	7 (11.70%)	1 (1.70%)	49 (81.70%)
44	2 (3.30%)	39 (65.00%)	2 (3.30%)	17 (28.30%)
45	8 (13.30%)	28 (46.70%)	11 (18.30%)	13 (21.70%)
Pooled	152 (8.80%)	840 (48.50%)	229 (13.20%)	512 (29.50%)

The results of the racial statistics, expressed in Table 4.4, shows that the largest group of respondents was Black, making up 48.50% of the pooled sample. This was in line with the latest labour force report by StatsSa (2021) which indicated that the Black population group had the highest contribution towards the South African labour force (75.38%). Similarly, when comparing the pooled sample results to the data from StatsSa (2021), the white population group had the second highest contribution to the labour force and the Asian population group contributed the lowest to the labour force. Although there were differences in the actual percentage numbers reported, the trend of the results aligned with the racial statistic figures reported by StatsSa (2021). This confirms that the pooled sample results are an accurate representation of the composition of the South African workforce in terms of racial composition.

In the next section of this chapter, the descriptive statistics per variable will be discussed. This will include reporting on the descriptive statistic per item for each of the variables namely, effective change management, spiritual leadership and work self-efficacy. This will be followed by presenting the overall descriptive statistics and Cronbach's alpha coefficient per instrument used to measure each variable.

## **4.2 Descriptive statistics of variables**

In the following section, the descriptive statistics for effective change management, spiritual leadership, and work self-efficacy will be presented and discussed. Initially, the descriptive statistic per item will be reported, followed by reporting on the descriptive statistics and Cronbach's alpha coefficient per instrument used to measure each variable. The instrument used to measure effective change management was the Perceived Effective Change Management measurement; the instrument used to measure spiritual leadership was the Spiritual Leadership within African Management Philosophies Scale, and the instrument used to measure work self-efficacy was the Work Self-Efficacy Scale.

Table 4.5 is divided into three segments. Each segment represents the descriptive statistics per item for each of the instruments used to measure the variables. For each item, *N* represents the number of respondents who answered the question related to that item, followed by its mean and standard deviation. The first segment presents the



13-items related to the Perceived Effective Change Management measurement used to measure effective change management and each item is represented by the acronym ECM with a corresponding item number. The second segment presents the Spiritual Leadership within African Management Philosophies Scale which consisted of 18-items used to measure spiritual leadership and each item is represented by the acronym SpL with a corresponding item number. The last segment presents the Work Self-Efficacy Scale which consisted of 10-items used to measure work self-efficacy and each item is represented by the acronym WSE with a corresponding item number.

Table 4.5: Descriptive statistics per item for each variable:

Item	N	Mean	SD
<b>Perceived Effective Change Management measurement</b>			
ECM8	1733	3.67	1.08
ECM9	1732	3.70	1.05
ECM10	1733	3.57	1.08
ECM11	1733	3.60	1.05
ECM12	1733	3.73	1.05
ECM13	1733	3.58	1.22
ECM14	1724	3.59	1.09
ECM15	1732	2.50	1.29
ECM16	1733	2.54	1.27
ECM17	1733	2.80	1.27
ECM18	1730	3.52	1.07
ECM19	1733	3.51	1.11
ECM20	1733	3.65	1.03

Table 4.5 (continued): Descriptive statistics per item for each variable:

Item	N	Mean	SD
<b>Spiritual Leadership within African Management Philosophies Scale</b>			
SpL1	1732	3.61	1.08
SpL2	1732	3.55	1.13
SpL3	1732	3.58	1.07
SpL4	1733	3.72	1.00
SpL5	1733	3.70	1.05
SpL6	1733	3.69	1.00
SpL7	1733	3.79	.98
SpL8	1732	3.91	.96
SpL9	1733	3.75	1.05
SpL10	1733	3.50	1.07
SpL11	1733	3.59	1.06
SpL12	1732	3.90	.95
SpL13	1732	3.84	1.04
SpL14	1733	3.70	1.04
SpL15	1732	3.74	1.04
SpL16	1732	3.43	1.13
SpL17	1733	3.68	1.05
SpL18	1733	3.63	1.06
<b>Work Self-Efficacy Scale</b>			
WSE1	1733	3.95	1.06
WSE2	1733	4.03	1.04
WSE3	1732	4.06	.84
WSE4	1733	3.98	.84
WSE5	1732	4.17	.77
WSE6	1733	4.18	.76
WSE7	1733	4.29	.72
WSE8	1733	4.16	.80
WSE9	1733	4.21	.74
WSE10	1731	4.29	.74

The results of Table 4.5 represent the descriptive statistics per item for each of the instruments used to measure the variables. In terms of effective change management, all the scores are reported on a five-point Likert Scale. The two lowest mean scores fell under the section of the instrument (Perceived Effective Change Management measurement) that evaluated involvement. Involvement was measured by assessing whether employees felt included in decisions involving any organisational changes that had occurred due to the COVID-19 pandemic. The lowest mean score recorded was for ECM15 with a mean score of 2.50 ( $SD = 1.29$ ). This item reads as follows “I was involved in the design of the change”. The second lowest mean score was recorded for item ECM16 at 2.54 ( $SD = 1.27$ ), which reads as follows “I had an opportunity to give my views about the change before it was implemented”. In contrast, the two highest mean scores were related to the section of the Perceived Effective Change Management measurement that assessed communication. The highest mean score was recorded for ECM12 with a score of 3.73 ( $SD = 1.05$ ) with this item reading as follows “My immediate line manager has informed me clearly about the goals of change”. The second highest mean score was recorded for ECM9 at 3.70 ( $SD = 1.05$ ) which reads as follows “Management has informed me about the current state of the change progress”.

Similarly, all the scores for spiritual leadership were also reported on a five-point Likert Scale. The highest mean score was recorded for SpL8 with a mean score of 3.91 ( $SD = .96$ ). This item reads as follows “My leader is self-driven”. The second highest mean score recorded was for item SpL12 with a value of 3.90 ( $SD = .95$ ) which reads as follows “My leader is responsible”. The lowest mean score was recorded for SpL16 with a score of 3.43 ( $SD = 1.13$ ) with this item reading as follows “My leader’s behaviour reduces people’s intent to leave the organisation”. The second lowest mean score of 3.50 ( $SD = 1.07$ ) was recorded for SpL10 which reads as follows “My leader makes decisions without being unduly influenced”.

The Work Self-Efficacy Scale was used to measure work self-efficacy during the COVID-19 pandemic. A five-point Likert Scale was used, and all the items were centred around the current working realities of employees. The highest mean score was recorded for the two items: WSE7 and WSE10. For item WSE7, the mean score of 4.29 was recorded with a standard deviation of .72 and this item reads as follows

“How well can you work with people of diverse experiences and ages?”. Whereas, item WSE10 also had a mean score of 4.29, the standard deviation was .74 and this item read as follows “How well can you work in a team?”. The lowest mean score was recorded for WSE1 with a score of 3.95 ( $SD = 1.06$ ) with this item reading as follows “How well can you achieve goals that are assigned to you?”. The second lowest mean score of 3.98 ( $SD = .84$ ) was recorded for WSE4 which reads as follows “How well can you concentrate all your energy on work?”.

The descriptive statistics and Cronbach’s alpha coefficient per instrument will be presented in Table 4.6. For each of the variables, effective change management, spiritual leadership and work self-efficacy, the findings will be reported as unidimensional constructs. The descriptive statistics for each instrument include the mean and standard deviation and are presented for the overall scores obtained.

Table 4.6: Descriptive statistics and Cronbach’s alpha coefficient per instrument:

	Mean	SD	Cronbach Alpha
<b>Perceived Effective Change Management measurement</b>			
Effective Change Management	3.38	.82	.93
<b>Spiritual Leadership within African Management Philosophies Scale</b>			
Spiritual Leadership	3.68	.85	.97
<b>Work Self-Efficacy Scale</b>			
Work Self-efficacy	4.13	.59	.89

For the descriptive statistics, all three of the variables reported scores within the upper range of the five-point Likert Scale. Work self-efficacy reported the highest mean score of 4.13 ( $SD = .59$ ), followed by spiritual leadership reporting a mean score of 3.68 ( $SD = .85$ ) and effective change management reporting a mean score of 3.38 ( $SD = .82$ ). All three instruments presented acceptable values and met the requirements for reliability as all three instruments had a Cronbach alpha coefficient above .70 as described by Cohen, Manion and Morrison (2018). The Spiritual Leadership within African Management Philosophies Scale reported the highest Cronbach’s alpha coefficient of .97, followed by the Perceived Effective Change Management

measurement with a Cronbach's alpha coefficient of .93 and lastly, the Work Self-Efficacy Scale reporting a Cronbach's alpha coefficient of .89.

### 4.3 Correlation analysis

In this section, the relationship between the effective change management, spiritual leadership and work self-efficacy will be reported on and will be expressed as a Pearson's coefficient of correlation ( $r$ ). The results will be presented in Table 4.7 in a correlation matrix reporting on each variable's calculated Pearson's coefficient of correlation and whether it was considered significant or not. This was done to establish if meaningful relationships exist between these variables.

Table 4.7: Correlation matrix of Effective Change Management, Spiritual Leadership and Work Self-Efficacy:

	ECM		SpL		WSE	
	Correlation	Sig.	Correlation	Sig.	Correlation	Sig.
ECM	1	-	.63	≤.001	.38	≤.001
SpL	.63	≤.001	1	-	.41	≤.001
WSE	.38	≤.001	.41	≤.001	1	-

The findings presented in Table 4.7 showed that the highest correlation was reported between effective change management and spiritual leadership and the correlation was both positive and highly significant ( $r = .63$ ) ( $p \leq .001$ ). An  $r$  value of .63 indicated that between these two variables there was a large magnitude of effect. The relationship between effective change management and work self-efficacy reported a positive and significant Pearson's coefficient of correlation of .38 ( $p \leq .001$ ) which displays a medium magnitude of effect. A medium magnitude of effect was also seen between spiritual leadership and work self-efficacy which was also positive and highly significant ( $r = .41$ ) ( $p \leq .001$ ). The relationships between effective change management and spiritual leadership, effective change management and work self-efficacy, and spiritual leadership and work self-efficacy, showed medium to large effect sizes indicating that these relationships were all meaningful and showed medium to large practical significance (Cohen *et al.*, 2018).

#### 4.4 Inferential statistics

The homogeneity of the private sector was determined by conducting an ANOVA analysis on all the constructs across all 29 organisations, which made up the grouping variable. However, the following table only reports on 28 organisations as the data from one organisation was not considered eligible for this test. These results for effective change management, spiritual leadership and work self-efficacy were reported in Table 4.8.

Table 4.8: Test of homogeneity (ANOVA) of the private sector:

		Sum of squares	df	Mean square	F	Sig.
Effective Change Management	Between Groups	303.98	28	10.86	21.18	≤.001
	Within Groups	873.60	1704	.51		
	Total	1177.58	1732			
Spiritual Leadership	Between Groups	200.64	28	7.17	11.74	≤.001
	Within Groups	1039.70	1704	.61		
	Total	1240.34	1732			
Work Self-efficacy	Between Groups	101.22	28	3.62	12.36	≤.001
	Within Groups	498.52	1704	.29		
	Total	599.74	1732			

The descriptive statistics that were presented in Table 4.6, reported relatively high mean scores for all three variables. However, after the ANOVA test was conducted the results presented in Table 4.8, showed that for effective change management, there was a statistically significant difference between the groups ( $p \leq .001$ ). Similarly, a statistically significant difference between the groups ( $p \leq .001$ ) was reported for both spiritual leadership and work self-efficacy. Since all three variables showed statistically

significant differences between the groups ( $p \leq .001$ ) across the different organisations within the private sector, these results indicate that the organisations within the private sector are not homogeneous as stated by Sarstedt and Mooi (2019). Therefore, caution must be taken when generalisations are reported regarding the pooled sample results.

After the ANOVA analysis was conducted, two T-tests were performed. The results of the first T-test are reported in Table 4.9(i) where the comparison of the mean scores of respondents involved in core functions to those who hold support positions will be presented. The results of the second T-test are reported in Table 4.9(ii) which show the results of the comparison between the mean scores of management positions against non-management positions. The first section of each of the two tables provides the results for the Levene's test for equality of variances. When analysing two groups, it is important to determine whether the variance in the mean scores is the same. The second section of the tables presents the results of the independent T-tests to assess if there were any differences between the two groups.

Table 4.9(i): A comparison of the mean scores of those responsible for core functions against those in support positions:

	Levene's test for equality of variances			t-test for equality of means			
	Equal variances ...	F	Sig.	t	df	Sig.	Mean difference
A	... assumed	.01	.92	-.73	1725	.46	-.03
	... not assumed			-.73	1683.84	.46	-.03
B	... assumed	3.17	.08	.32	1725	.75	.01
	... not assumed			.33	1718.31	.75	.01
C	... assumed	.001	.97	-.99	1725	.32	-.02
	... not assumed			-.99	1685.56	.33	-.03

A=Effective change management; B=Spiritual leadership; C=Work self-efficacy

The first step determined if any variance existed among the respondents responsible for core functions versus the respondents that were involved in supporting positions. Effective change management, spiritual leadership and work self-efficacy reported

significance values of .92, .08 and .97 respectively. For the Levene's test for equality of variances, all three variables reported significance values above .05. Therefore, for all three variables, equal variances can be assumed, and the T-test results are reported on from the top line (Sarstedt & Mooi, 2019).

For the T-test for equality of means, the significant difference in the scores was determined between core functions and support positions for all three variables. For effective change management, no significant difference ( $p = .46$ ) was found and the mean difference on a five-point scale was small ( $MD = -.03$ ). However, a negative mean difference indicates that the respondents in the support positions reported higher scores. Similarly, no significant difference was found for spiritual leadership ( $p = .75$ ), with a small mean difference on a five-point scale ( $MD = .01$ ). Contrarily, a positive mean difference indicates that the respondents responsible for the core functions reported higher scores. Lastly, no significant difference was found for work self-efficacy ( $p = .32$ ), coupled with a small mean difference on a five-point scale ( $MD = -.02$ ). As reported, a negative mean difference indicates that the respondents in the support positions reported higher scores. For all three variables, the p values were above .05 indicating that no significant differences were found, and homogeneity exists between these two groups. For effective change management, spiritual leadership and work self-efficacy, the calculated Cohen's d values were -.04, .02 and -.05 respectively. For each variable, the magnitude of the difference between these two groups was considered small and therefore represents little practical significance (Cohen *et al.*, 2018).



Table 4.9(ii): Comparing the mean scores of those involved in management positions to those who hold non-managerial positions:

	Levene's test for equality of variances			t-test for equality of means			
	Equal variances ...	F	Sig.	t	df	Sig.	Mean difference
A	... assumed	6.33	.01	5.86	1726	≤.0001	.26
	... not assumed			6.22	947.07	≤.0001	.26
B	... assumed	1.55	.21	2.41	1726	.02	.11
	... not assumed			2.48	888.13	.01	.11
C	... assumed	2.91	.09	2.43	1726	.02	.08
	... not assumed			2.50	894.00	.01	.08

A=Effective change management; B=Spiritual leadership; C=Work self-efficacy

The first step determined if any variance existed among the respondents that held management positions to the respondents who were considered non-management. Effective change management, spiritual leadership and work self-efficacy reported significance values of .01, .21 and .09 respectively. For effective change management, the Levene's test for equality of variances reported a significance value below .05. Therefore, equal variances cannot be assumed and the T-test results from the bottom line will be reported on. In contrast, spiritual leadership and work self-efficacy reported significance values above .05, therefore, equal variances can be assumed and the T-test results for these two variables will be reported on from the top line (Sarstedt & Mooi, 2019).

For the T-test for equality of means, the significant difference in the scores was determined between management positions and non-management positions for all three variables. A statistical significance ( $p \leq .0001$ ) was reported for effective change management with a modest mean difference on a five-point scale ( $MD = .26$ ). A statistically significant difference as well as a small mean difference were found for spiritual leadership ( $p = .02$ ,  $MD = .11$ ) and work self-efficacy ( $p = .02$ ,  $MD = .08$ ). For all three variables, the mean difference was positive indicating that the respondents in management reported higher scores. Therefore, for all three variables, the  $p$  values were below .05 indicating statistically significant differences were found between

management and non-management positions indicating that homogeneity do not exist between these two groups. The calculated Cohen's *d* value for effective change management was .32 representing a modest magnitude of difference between these two groups and therefore representing moderate practical significance. Spiritual leadership and work self-efficacy had the same Cohen's *d* value of .13. For these two variables, the magnitude of difference between management and non-management was considered small and therefore represents little practical significance (Cohen *et al.*, 2018).

#### **4.5 The relationship between effective change management, spiritual leadership and work self-efficacy**

The relationship between effective change management, spiritual leadership and work self-efficacy will be examined with reference to the Pearson's coefficient of correlation, and linear regression.

In Table 4.7, the findings for the Pearson's coefficient of correlations were reported and the total scores showed that the relationships between effective change management and spiritual leadership, effective change management and work self-efficacy, and spiritual leadership and work self-efficacy were all statistically significant ( $p \leq .001$ ) and reported positive correlations. The findings showed that effective change management correlates with spiritual leadership with a large magnitude of effect, spiritual leadership correlates with work self-efficacy with a medium magnitude of effect, and similarly, effective change management correlates with work self-efficacy with a medium magnitude of effect. Therefore, the medium to large effect sizes indicated that all three relationships were considered meaningful and showed medium to large practical significance (Cohen *et al.*, 2018; Pallant, 2016).

In addition to the correlations, Table 4.10 provides the R square values for model 1 and model 2 and thereby, mathematically quantifying the relationship between the variables. The R square reports on how much variance in work self-efficacy can be explained by effective change management and whether this is improved with the addition of spiritual leadership.

Table 4.10: Regression analysis (Contribution of effective change management, spiritual leadership towards work self-efficacy):

Model	R	R square	Adjusted R square	Std. error of the estimate	R square change	F change	Sig. F change
1	.38 <sup>a</sup>	.15	.15	.54	.15	295.59	≤.0001
2	.44 <sup>b</sup>	.19	.19	.53	.05	98.98	≤.0001

<sup>a</sup> Model with effective change management predicting work self-efficacy

<sup>b</sup> Model with effective change management and spiritual leadership predicting work self-efficacy

As reported, the relationship between effective change management and work self-efficacy reported a positive and significant correlation of .38 ( $p \leq .0001$ ) which displays a medium magnitude of effect. However, when spiritual leadership was added to effective change management, as reported in Table 4.10 (Model 2), the R value increased by .06 to .44 which was considered positive and statistically significant ( $p \leq .0001$ ). Therefore, the addition of spiritual leadership to effective change management showed a medium to large practical significance (Cohen *et al.*, 2018).

In Table 4.10, the R square and adjusted R square values for both models are the same. A statistically significant R square value for the first model is .15 ( $p \leq .0001$ ) which represents a medium effect size. This indicates that 15% of the variance in work self-efficacy is accounted for by effective change management. After the addition of spiritual leadership, the strength of the model improved by a further five per cent as indicated by an increase in the R square value of .05. Therefore, in the second model, an overall R square value of .19 demonstrated that effective change management and spiritual leadership accounted for a statistically significant total variance of 19% in work self-efficacy ( $p \leq .0001$ ). The effect size was improved to a medium to large effect size when spiritual leadership was added to effective change management when predicting work self-efficacy. From these results, spiritual leadership is shown to have positively influenced the relationship between effective change management and work self-efficacy, which was considered to have a medium to large practical significance.

#### 4.4 Summary

In Chapter Four the results of the data collected were reported. To begin with, sample statistics such as age, tenure, gender, and race were analysed and reported for all 29 organisations. This was followed by presenting the descriptive statistics for the instruments used to measure effective change management, spiritual leadership, and work self-efficacy. These included the analysis and findings per item for each instrument as well as the overall mean, standard deviation, and Cronbach's alpha coefficient per instrument. A correlation analysis was performed, and the data presented showed that meaningful relationships existed between effective change management, spiritual leadership and work self-efficacy. Inferential analyses conducted included an ANOVA test and two T-tests. The ANOVA test found that homogeneity did not exist among the 29 organisations within the South African private sector. The results from the first T-test showed that for all three variables, there were no significant differences found between the mean scores of respondents involved in core functions when compared to support positions, indicating homogeneity exists between these two groups. Whereas the results from the second T-test showed that for all three variables, statistically significant differences were confirmed and therefore, homogeneity did not exist between management and non-management positions. Lastly, the reported linear regression analysis showed effective change management positively and significantly predicted work self-efficacy and this was improved significantly with the addition of spiritual leadership. The reported findings are in line with the research question and objectives as stated in Chapter One.

The focus for Chapter Five will be on the discussion of the results and to provide recommendations, within the limitations of the study, based on the data analysis in chapter four. This will be done in relation to the research question and objectives as stated in chapter one, within the context of the literature review in Chapter Two.

## **Chapter 5: Discussion, recommendations, and conclusion**

The purpose of this quantitative study was to determine the relationship between effective change management, spiritual leadership and work self-efficacy within the context of COVID-19 in the South African private sector. This chapter presents a summary of the findings which will be discussed with specific reference to the four research objectives stated in Chapter One. Based on the data that was analysed in the previous chapter, recommendations will be proposed for management of organisations within the South African private sector. The chapter concludes by presenting several identified limitations in the study and conclusions made in relation to the research objectives.

### **5.1 Discussion**

In this section, each of the four objectives stated in Chapter One will be discussed in relation to what the study aimed to achieve.

#### **5.1.1 Discussion pertaining to Objective 1**

The first objective of this study was to provide an all-inclusive definition of the main variables, namely effective change management, spiritual leadership and work self-efficacy. Several definitions from recent literature were presented which resulted in the formulation of a comprehensive definition for each variable.

From current literature, effective change management was defined as the importance of management focusing on how organisational change impacts employees in addition to focusing on how the change will increase organisational performance (Hennayake, 2017; Kotnour & Al-Haddad, 2015; Lauer, 2021). This can be achieved by emphasising the value in ensuring effective alignment between organisational changes and employees, and addressing critical factors and outcomes that come with change and the change process (Isaacs *et al.*, 2013; Kotnour & Al-Haddad, 2015; Lauer, 2021).

After reviewing the literature, spiritual leadership was shown to be linked to intrinsic motivation through the values, attitudes, and behaviours of leaders (Ali & Phil, 2019; Sibanda & Grobler, 2021). Therefore, spiritual leadership can be defined as the value system of a leader having a profound effect on achieving organisational outcomes by connecting themselves and their employees (Sibanda & Grobler, 2021; Wang *et al.*, 2019). Through their attitudes and behaviours, leaders can recognise the variety of skills and abilities that comes with a person and are therefore able to create an environment of cooperative teamwork (Fairholm & Gronau, 2015; Sibanda & Grobler, 2021). In the South African work context, the Ubuntu principles of leaders are a significant driving force for intrinsic motivation (Sibanda & Grobler, 2021).

Work self-efficacy is defined as an individual's belief about their capabilities to manage their efforts and overcome challenges to achieve desired outcomes within the workplace (Bandura, 1986; Lloyd *et al.*, 2017; Osei *et al.*, 2017). Employees' self-efficacy beliefs impact how they perceive their level of competence and capabilities to perform a task, impacting job satisfaction (Osei *et al.*, 2017; Pepe *et al.*, 2010). Therefore, work self-efficacy acts as a self-motivating mechanism that influences an employee's pursuit, effort, and commitment to their goals, as well as their persistence and perseverance in overcoming obstacles (Lloyd *et al.*, 2017; Osei *et al.*, 2017; Pepe *et al.*, 2010).

### **5.1.2 Discussion pertaining to Objective 2**

The second objective of the study was to report on empirical research which linked effective change management, spiritual leadership and work self-efficacy. Empirical evidence from a total of 17 articles was used to report on the relationships between these variables. The relationships between the two variables were confirmed using correlation coefficients ( $r$ ) and significance levels ( $p$ ).

The first five articles presented the correlations between effective change management and spiritual leadership. Limited empirical evidence on effective change management as a construct with specific relation to spiritual leadership was found. However, organisational commitment as a sub-construct was used to determine the success of organisational change by identifying an employee's commitment to change (Giovanita

& Mangundjaya, 2017). Therefore, to illustrate the relationship between effective change management and spiritual leadership, the correlation between spiritual leadership and organisational commitment was analysed. The overall findings found positive and significant correlations between organisational commitment and spiritual leadership with a mean  $r$  value of .50 resulting in a moderate to high level of practical significance (Fry *et al.*, 2011; Hossein *et al.*, 2017; Mansor *et al.*, 2013; Nguyen *et al.*, 2018; Usman & Danish, 2010).

In investigating the relationship between spiritual leadership and work self-efficacy, the findings, results from previous studies found positive and significant correlations between these two variables. Two previous studies specifically investigated the correlations between spiritual leadership and self-efficacy within the workplace and found a mean  $r$  value of .34, with a high magnitude of strength (Baykal & Zehir, 2018; Chen *et al.*, 2012). Further studies found a positive and significant correlation between spiritual leadership and job satisfaction with a mean  $r$  value of .39 (Pio & Tampi, 2018; Wahyono *et al.*, 2020). Empirical evidence from the last two studies found a positive and significant correlation between authentic leadership and self-efficacy with a mean  $r$  value of .32, although the two studies purported contradictory levels of practical significance ranging from low to high (Roux, 2010; Sultana *et al.*, 2018).

When exploring the relationship between effective change management and work self-efficacy, empirical evidence for effective change management was presented by assessing how employees were able to cope during organisational change, employee readiness for change, their attitudes towards organisational change and their commitment to the organisational change process. The findings from six previous studies found positive and significant correlations between the attributes of effective change management and work self-efficacy with a mean  $r$  value of .34. The magnitude of the relations found between these two variables ranged from low to moderate levels of practical significance (Fatima *et al.*, 2020; Herold *et al.*, 2007; Kirrane *et al.*, 2016; Kumar & Kamalanabhan, 2005; Nielsen *et al.*, 2021; Nwanzu & Babalola, 2019).

Through the investigation process into these variables, certain patterns should be noted. With regards to effective change management, numerous studies used the Organizational Commitment Scale (OCS) questionnaire, developed by Allen and

Meyer (1990), to measure organisational commitment. In numerous studies, organisational commitment was considered an organisational outcome and not a factor that influenced organisational outcomes.

Spiritual leadership is considered a formative construct as it consists of three dimensions namely (1) vision, (2) hope or faith, and (3) altruistic love and the correlations were often measured against the individual dimensions. Spiritual leadership was mostly measured using various adaptations of the Spiritual Leadership Scale developed by Fry, Vitucci and Cedillo (2005).

In several studies investigating self-efficacy in the workplace, self-efficacy was measured as part of, or adapted from, a generalised concept called psychological capital. Psychological capital is composed of four sub-dimensions namely (1) self-efficacy, (2) hope, (3) optimism and (3) resilience and was measured using the 24-item PsyCap Scale developed by Luthans, Youssef and Avolio (2007). It is also noted that in multiple studies, self-efficacy was used as a mediating factor and measured according to its influence on organisational outcomes. There was limited data focusing on effective change management as a predictor of work self-efficacy.

Limited empirical research was found *directly* linking all three variables. A single study by Chen and Li (2013), reported correlations between organisational commitment, spiritual leadership and self-efficacy. To demonstrate whether relationships existed between these variables, empirical evidence was gathered on elements that were related to each variable. Evidence from previous studies showed positive correlations between organisational commitment, spiritual leadership and job satisfaction while another study showed a positive correlation between organisational commitment, authentic leadership, and job satisfaction. A further study showed positive correlations between organisational commitment, authentic leadership, and self-efficacy.

A number of gaps in literature were identified in the current research. Firstly, the limited data using effective change management as a predictor variable for organisational outcomes was established. Secondly, limited research on spiritual leadership in the context of African management philosophies was found and lastly, there seems to be a lack of data on the relationships between effective change management, spiritual



leadership and its impact on work self-efficacy. This gap essentially formed the basis for this study.

### **5.1.3 Discussion pertaining to Objective 3**

The third objective was to empirically investigate the relationship between effective change management, spiritual leadership and work self-efficacy within the context of the South African private sector.

This study formed part of a larger, joint research project which resulted in the data that was collected from the 60 respondents from the Shackleton Risk Management company being pooled together to form a larger sample sector. Therefore, the overall reporting was based on the results of a pooled sample size of 1733 respondents obtained from 29 organisations across the South African private sector.

The sample was analysed in terms of age, tenure, gender composition, and race contribution. The age and race statistics from the pooled sample size showed a distribution trend that aligned with the data provided by the latest South African labour force report (StatsSa, 2021). Therefore, the mean pooled sample was seen to be a valid representation of the South African labour force in terms of mean age and the overall race composition. The tenure statistics showed that the mean tenure for the pooled sample was substantially longer than the general South African labour force tenure term (StatsSa, 2019), this implied a more stable workforce within the private sector. When analysing the gender composition statistics, females were slightly better represented in the pooled sample. Although this was contrary to the South African labour force report (StatsSa, 2021), the gender statistics of the overall pooled sample was not seen to favour a particular gender. After comparing the overall pooled sample size with the size of the population distribution statistics from the South African labour force report (StatsSa, 2021), the overall pooled sample size from the joint study is considered small in comparison. Therefore, it is important to be conservative when drawing conclusions from these sample statistics.

Each variable was measured using a pre-determined instrument that would be used across all 29 organisations. Effective change management was measured using the Perceived Effective Change Management measurement; spiritual leadership was measured using the Spiritual Leadership within African Management Philosophies Scale, and the instrument used to measure work self-efficacy was the Work Self-Efficacy Scale. All three instruments presented acceptable values and met the requirements for reliability as all three instruments had a Cronbach's alpha coefficient above .70 as described by Cohen, Manion and Morrison (2018).

For all three variables, effective change management, spiritual leadership and work self-efficacy, the results from the ANOVA test showed statistically significant differences between the individual groups across the different organisations within the South African private sector. For each variable, a significant difference indicated that the organisations within the private sector are not homogeneous and therefore, caution must be taken when making generalisations regarding the pooled sample results. After the ANOVA analysis was conducted, two independent T-tests were performed. The first T-test compared the mean scores of respondents involved in core functions to those who hold support positions. For all three variables, homogeneity was confirmed between these two groups and the practical significance was considered low. The second T-test compared the mean scores of respondents in management positions against non-management positions. Contrarily, for all three variables, statistically significant differences were found between management and non-management positions indicating that homogeneity does not exist between these two groups. It should be noted that for all three variables, the mean difference was positive indicating that the respondents in management reported higher scores than non-management positions.

A very important part in achieving the main aim of this study was to investigate the relationship between effective change management, spiritual leadership and work self-efficacy. Firstly, it was important to confirm that correlations existed between the three variables as presented in the literature review in Chapter Two.

A strong positive relationship between effective change management and spiritual leadership was reported ( $r = .63$ ) and was considered to have large practical

significance. This was supported by the overall findings from the literature review which reported a mean value of .50 between organisational commitment and spiritual leadership showing moderate to high levels of practical significance. The relationship between effective change management and work self-efficacy reported a positive correlation ( $r = .38$ ) with a moderate level of practical significance. This was supported by Baykal and Zehir (2018) that reported a positive relationship between spiritual leadership and self-efficacy in a work-related context showing moderate practical importance.

Finally, a medium effect size was shown between spiritual leadership and work self-efficacy with a positive correlation ( $r = .41$ ) being reported. This was slightly higher than the evidence presented in the literature review which found a mean value of .34 but reported a high magnitude of strength.

All three correlations were positive and were considered statistically significant. Overall, the findings indicated that all three relationships were meaningful showing medium to large practical significance (Cohen *et al.*, 2018).

The next step was to investigate the relationship between all three of the variables, effective change management, spiritual leadership and work self-efficacy. As reported above, a correlation of .38 which was shown between effective change management and work self-efficacy. Notably, this relationship was improved by .06 when spiritual leadership was added to effective change management. Therefore, the correlation between effective change management, together with spiritual leadership, and work self-efficacy had a R value of .44 which was considered to have a medium to large effect indicating medium to large practical significance (Cohen *et al.*, 2018).

After performing the regression analysis tests it was shown that effective change management predicted 15% of the total variance in work self-efficacy that was considered statistically significant. After the addition of spiritual leadership to effective change management, the strength of the model improved by a further five per cent demonstrating that effective change management and spiritual leadership predicted a statistically significant total variance of 19% in work self-efficacy. Therefore, spiritual

leadership was shown to have positively influenced the relationship between effective change management and work self-efficacy.

#### **5.1.4 Discussion pertaining to Objective 4**

Objective four focuses on presenting recommendations to managers, working in the private sector, that are founded on the empirical findings from this study.

Although the regression analysis results for both models were considered statistically significant, it is however, more important to consider the magnitude of effect sizes to determine if the results obtained from both models can be considered meaningful for management of organisations within the South African private sector. According to Cohen, Manion and Morrison (2018) the total variance in work self-efficacy that was predicted by effective change management was considered a medium effect size. This was improved to a medium to large effect size when spiritual leadership was added to effective change management when predicting work self-efficacy.

The practical significance of the medium positive correlation reported between effective change management and work self-efficacy suggests that the quality of communication provided by the different levels of management with regards to the planning and the implementation of the change process, plays an important role in improving work self-efficacy. Through consistent and structured communication to employees regarding what is required of them and the reasons and goals for the change, employees are provided with a clearer understanding of their tasks. This was supported by Chen and Bliese (2002) who reported that employees' self-efficacy can be increased through improved role clarity. Consequently, employees will more likely work harder to overcome any challenges and obstacles associated with these new tasks, increasing the effectiveness of the change process.

Furthermore, communication elements such as sufficient change support services for all personnel and appropriate evaluative feedback channels implemented by immediate line managers can further enhance employee self-efficacy (Bandura, 1997). Introducing open communication channels will assist in ensuring there is effective alignment between the organisational changes and employees. It will also

allow management to identify and address any critical factors that might arise in relation to the change, decreasing employee uncertainty and increasing employee wellness (Isaacs *et al.*, 2013; Kotnour & Al-Haddad, 2015; Lauer, 2021).

In conjunction with the above, the medium positive correlation between spiritual leadership and work self-efficacy was shown to have a meaningful application in the workplace. It is important to note that the values, attitudes, and behaviours that leaders display are not only recognized but are also important to employees. Walumbwa, Avolio and Zhu, 2008 (2008) reported that employees are constantly observing their leaders' experiences and actions. Therefore, through vicarious experiences, leaders can influence the development of employee self-efficacy. Leaders that inspire, motivate, and individualise their employee attention can build confidence in the skills and capabilities of their employees. Increased motivation can occur when leaders are actively engaged with their employees thereby shaping the way employees perceive the risks and challenges associated with their work setting (Walumbwa *et al.*, 2008). In addition, Walumbwa and Hartnell (2011) suggest that a leader's behaviour and actions motivates employees to relationally identify with their supervisors. Therefore, it is important that leaders take accountability for their actions, make decisions that promote respect among their employees and ensure they adopt an all-inclusive communication style. In unfamiliar situations, relational identification also enables employees to use the contextual information provided by their supervisor and behave in a manner consistent with their own identity. Therefore, relational identification involves mastery experiences, such as role modelling, to increase work self-efficacy (Walumbwa & Hartnell, 2011).

## **5.2 Recommendations**

The COVID-19 pandemic has brought about radical changes increasing the uncertainty among the workforce and possibly exacerbating the low levels of work self-efficacy within businesses. Due to the medium to large practical significance of effective change management and spiritual leadership in predicting work self-efficacy, it is important for management to focus on improving these two variables in order to improve the levels of work self-efficacy. When searching for ways for management to improve, an important place to start is to capitalise on their existing strengths. Based

on the results from this study, practical recommendations for management have been formulated.

A medium level of practical significance was found when effective change management predicted work self-efficacy, as assessed within the South African private sector. Since the highest scores for effective change management were recorded for the section that assessed communication, recommendations have been provided focusing on communication by management.

One of the most important aspects of effective change management that emerged from the findings was communication from direct line management regarding the reasons and goals for the organisational change. This is reflected by the fact that the highest mean score for effective change management was recorded for the question that read as follows “My immediate line manager has informed me clearly about the goals of change”. Direct line managers have a significant influence on how the employees understand and interpret the change process (Isaacs *et al.*, 2013).

A recommendation therefore would be for immediate line managers to create open and reciprocal communication channels with all employees. Management could implement frequent team meetings or institute regular one-on-one meetings with employees regarding the reasons and goals for the change. In this forum, employees would have the ability to ask questions, gain a clearer understanding of the change process and what is required of them, and obtain information regarding new tasks. This could be an effective way to increase the level of employee understanding and acceptance of the change.

A further recommendation to improve effective change management would be for top management to ensure communication regarding the current state of the change process. This is based on the fact that the second highest mean score for effective change management was recorded for the question that read as follows “Management has informed me about the change progress”.

According to Isaacs, Grobler and Mathafena (2013), communication on the change process should be consistent and structured and contain all the necessary information

to enhance employee readiness for the change. Top management could create official change management procedures and policies. By removing the ambiguity of the change process, employee uncertainty could be decreased, and the change implementation process improved. Another option for management would be to identify and provide official change support services for all employees with the aim to improve employee confidence when they are faced with challenges and disruptions to previous goal pursuits. It could also provide a platform for management to rapidly identify and address any challenges that may arise and thereby assist in reducing any stress and anxiety associated with the change process.

A medium to large level of practical significance was found when spiritual leadership was added to effective change management in the prediction of work self-efficacy, as assessed within the South African private sector. To improve spiritual leadership, recommendations have been provided that focus on the values, attitudes, and behaviours of leaders. This was because the highest mean score recorded was for the question that read as follows “My leader is self-driven”. This was further confirmed by the second highest mean score being recorded for the question that read “My leader is responsible”. Leaders’ behaviours and actions are constantly being observed by their employees and thereby enabling the leaders to influence the development of employee self-efficacy through vicarious experiences (Walumbwa *et al.*, 2008). A recommendation would be for leaders to increase their engagement level with their employees which can be done in the form of engagement workshops or mentoring programs. This will also help to enable them to relationally identify with their superiors through role modelling (Walumbwa & Hartnell, 2011). When leaders interact on a more personal level with their employees, the information gained could increase employee confidence in their own skills and capabilities, which in turn could increase their ability to overcome risks and challenges associated with the change process.

One way for leaders to promote respect and increase the intention to stay, could be in the form of empowering autonomy among employees. This is highlighted by the lowest mean score recorded for the question that read “My leader’s behaviour reduces people’s intent to leave the organisation”. This will promote more opportunities for employees to learn and gain confidence in their capabilities thereby increasing work self-efficacy through mastery experiences. In addition, training and development can

be provided for employees allowing them to expand their knowledge and develop new skills to increase their work self-efficacy.

### **5.3 Limitations**

The research for this study was based on 29 organisations within the South African private sector only. Although the findings presented may represent several of the companies, it is important to note that the findings might not be an accurate representation for all the organisations within this sector. It is also possible that the COVID-19 pandemic affected organisations differently depending on the type of industry. Therefore, caution must be taken when generalisations have been reported relating to the findings of this chapter.

Another limitation relates to the sample size taken within each organisation. Regardless of the size of each organisation, a set sample size of 60 respondents was chosen per organisation which might not have been large enough to represent the entire population. Added to this, after comparing the overall pooled sample size with the size of the population distribution statistics within South African workforce, the overall pooled sample size from the joint study may be considered small in comparison.

Furthermore, the study only investigated the impact of effective change management and spiritual leadership on work self-efficacy. It must be noted that not all the variables that have been shown to influence work self-efficacy were included in the study's analysis.

For future research, it is recommended that either the number of organisations used should be increased or a specific industry chosen to increase reliability. A larger sample size could be used to increase the strength of the findings so the generalisations made would be considered a true reflection of the findings within the South African private sector. Lastly, it is recommended that more variables which may impact work self-efficacy should be included in future studies to increase the validity of the findings.



## 5.4 Conclusion

This chapter presented a summary of the findings based on the data that was analysed in Chapter Four. These findings were discussed with specific reference to the four research objectives stated in Chapter One. This chapter proposed several recommendations for management of organisations within the South African private sector. Following this, several limitations of the current research were identified, and recommendations were provided for future research.

It can be concluded that all four objectives stated in Chapter One were achieved. The main aim of the study was achieved as empirical evidence confirmed the relationships between effective change management, spiritual leadership and work self-efficacy. The findings of the study reported that effective change management has a medium effect on work self-efficacy in the South African private sector. The findings indicated that when spiritual leadership was added to effective change management, a medium to large effect on work self-efficacy was found. Due to the medium to large practical significance of effective change management and spiritual leadership in predicting work self-efficacy, it is important for management to focus on these two variables to improve the levels of work self-efficacy.

At the outset of the study, it was uncertain how effective change management and spiritual leadership impacted work self-efficacy within the South African private sector.

The results from this study, coupled with the recency of the COVID-19 pandemic, highlighted the importance of the findings of this study, largely confirmed findings from previous studies, and increased our understanding of the relationship and importance of effective change management, spiritual leadership and work self-efficacy.

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## **List of Annexures**

- Annexure A: Quantitative Survey Questionnaire
- Annexure B: Ethical Clearance Certificate (UNISA)
- Annexure C: Permission Letter to Conduct Research
- Annexure D: Consent to Submit Research Report
- Annexure E: Proof Reading and Editing Certificate
- Annexure F: Declaration of Authenticity

# Annexure A: Quantitative Survey Questionnaire

## PARTICIPANT INFORMATION SHEET

31<sup>st</sup> May 2021

Dear Prospective Participant

My name is Shan Hanafey and I am doing research with Professor Anton Grobler at the Graduate School of Business Leadership towards a Master of Business Administration at the University of South Africa. We are inviting you to participate in a study.

The aim of the study is to assess the link between various task directed management / leadership styles / human resource management and effective change management practices on employee as well as organisational wellness, specifically during these challenging times of COVID-19. By determining how these variables influence each other, recommendations will be made to guide managers towards creation of a conducive work environment, to the benefit of not only the organisation, but all employees and the community at large.

You were selected to participate in this study as an employee of the Shackleton Group. Richard Lynn has granted permission for the study to be conducted. In total 60 employees will be approached to participate in the study.

Your role in the study involves completing one questionnaire which enquires about all the constructs explained earlier. A typical question may read as follows: *“Working with members of this team, my unique skills and talents are valued and utilized”*. The questionnaires consist of ± 150 items (questions) in total and expected duration of participation is no more than 45 minutes. Some of the items might be viewed as duplications, but the similarity is due to the theoretical and conceptual overlap between constructs and will be dealt with in a scientific way.

Being in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep for future reference. You are free to withdraw at any time and without giving a reason. As the project involves the submission of non-identifiable material, it will not be possible to withdraw once they have submitted the questionnaire. There is no penalty or loss of benefit for non-participation.

You will not benefit directly from your participation in the research. You will receive no payment or reward, financial or otherwise. The results of the research will, however, be of scientific and practical value in understanding how people react to the prevalent leadership style and positive organisational behaviour.

There are no foreseeable physical or psychological risks involved in participation. You will be mildly inconvenienced by the time it takes to complete the questionnaires (45 minutes). If you would like to discuss the research and your reactions to the questionnaires, you are welcome to do so after the session.

Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by legislation (The Mental Health Care Act, Act 17 of 2002). Confidentiality is however not a concern in this research as the tests will be answered anonymously and individual identifiers will not be requested. The data will be destroyed on completion of the study.

The data collected will be used to write research reports, which include but may not be limited to journal articles, conference presentation, and dissertations. Your privacy, and that of the organisation you represent, will however be protected and no identifiable information will be included in such reports.

Hard and soft copies of your answers will be stored by Prof Anton Grobler for future research or academic purposes including scientific publications in accredited journals. Soft copies will be stored on a password protected computer.

This study has received written approval from the Research Ethics Review Committee of the Graduate School of Business Leadership, Unisa; Ref no: 2021\_SBL\_AC\_005\_AC.

If you would like to be informed of the final research findings, please contact me, Shan Hanafey on 076 317 32 38 or shanhanafey1@gmail.com. The findings will be accessible early in 2022. Should you require any further information or want to contact the researcher about any aspect of this study, please contact Prof Anton Grobler at [grobla@unisa.ac.za](mailto:grobla@unisa.ac.za).

Should you have concerns about the way in which the research has been conducted, you may contact the Research Ethics Committee of the University of South Africa.

**CONSENT: I understand the procedures described above. My questions have been answered to my satisfaction, and I agree to participate in this study.**

Kindly note that you will not be required to sign this declaration, but that you will be indicating your consent by completing the answer sheet. (A signed copy is not required, as this may identify you, and this research is done in such a way that you cannot be identified after participating in this study.) Thank you for taking time to read this information sheet and for considering participation in this study.

**General information** (the shaded cells are for official usage)

Batch #	45185220		A1
Sector	Private		A2(i) Pub/Pr
Company:	Shackleton Group		A3(ii)
Industry:	Finance		A4
Gender:	Male	0	A5 0/1
	Female	1	
Your role:	Core Business	0	A6 0/1
	Support services	1	
Your role:	Management	0	A7 0/1
	Non-management	1	
Age:			A8
Number of years with company:			A9
Highest education:	Less than 12 years	1	A10 1/2/3/4
	12 years (matric)	2	
	1st Degree / Diploma	3	
	Higher degree / Higher diploma	4	
Race:	Asian	1	A11 1/2/3/4



	Black			<b>2</b>	
	Coloured			<b>3</b>	
	White			<b>4</b>	
Post level	Unskilled and defined decision making			<b>1</b>	A12 1/2/3/4/5
	Semi-skilled and discretionary decision making			<b>2</b>	
	Skilled technical and academically qualified workers, junior Management, supervisors, foremen and superintendents			<b>3</b>	
	Professionally qualified, experienced specialists and Middle Management			<b>4</b>	
	Top Management, Senior Management			<b>5</b>	
Contact with direct manager <b>before Covid 19</b>	Daily (5); Weekly (4); Monthly (3); Very few contact (2) or No contact at all (1)	Man			A13 1/2/3/4/5
Contact with direct manager <b>during Covid 19</b>		Man(C19)			A14 1/2/3/4/5
Contact with leadership <b>before Covid 19</b>		Lead			A15 1/2/3/4/5
Contact with leadership <b>during Covid 19</b>		Lead (C19)			A16 1/2/3/4/5
Due to Covid 19, my normal work conditions have	Not changed at all			<b>0</b>	A17 0/1/2
	Changed somewhat			<b>1</b>	
	Changed dramatically			<b>2</b>	
I am currently working	From home	<b>N</b>	<b>Y</b>		A18 0/1
	Frome home and my work place (office)	<b>N</b>	<b>Y</b>		A19 0/1
	Fully back at work	<b>N</b>	<b>Y</b>		A20 0/1

NB – All the instruments refer to leadership, my supervisor, my manager, my boss interchangeably. The term "work unit" refers to the team, department, division, or company for which your boss is the formal leader, and the term "members" refers to the people in the unit who report directly to your boss. Please note that some questions may seem the same, but it has to do with different aspects, so, please answer all the questions if possible.

**Q1: IHRp**

**The organisation generally, and specifically before Covid-19 offered:**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>Question</b>	<b>Answer</b>
An attractive compensation and benefits package	
An attractive bonus structure	
Innovative perks e.g. onsite gym/ day-care/ etc.	
Training	
Job Autonomy	
Recognition and career advancement	
Workplace flexibility e.g. flexible timing/place	
A positive organisational image e.g. brand/ethics	
Good organisational support structures e.g. mentoring programme	
Job security	
An opportunity to work in teams	
An opportunity to work as an individual	
An appealing job-fit	

**I have experienced the following at my organisation recently, specific during the Covid-19 pandemic:**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>Question</b>	<b>Answer</b>
An attractive compensation and benefits package	
Performance-related bonus structure	
Innovative perks e.g. onsite gym /day-care /etc.	
Training	
Job Autonomy	

Recognition and career advancement	
Workplace flexibility e.g. flexible timing/place	
A positive organisational image e.g. brand/ethics	
Good organisational support structures e.g. mentoring programme	
Job security	
An opportunity to work in teams	
An opportunity to work as an individual	
An appealing job-fit	

**Q2: TLb**

Not at all, or Not Applicable	To a Limited extent	To a Moderate extent	To a Considerable extent	To a Very great extent
1	2	3	4	5

These questions are posed in light of the current Covid-19 working realities.

	Question	Answer
1	Clearly explains task assignments and member responsibilities.	
2	Explains what results are expected for a task or assignment.	
3	Sets specific performance goals and quality standards for important aspects of the work owed.	
4	Makes an inspiring presentation about what the work unit can accomplish.	
5	Develops short-term plans for accomplishing the unit's tasks.	
6	Plans and organizes unit activities to use people, equipment, and resources efficiently.	
7	Schedules work activities to avoid delays, duplication of effort, and wasted resources.	
8	Checks on the progress and quality of the work.	
9	Evaluates how well important tasks or projects are being performed.	

**Q 3: ECM**

No	Yes (significantly got worse)	Yes (slightly worse)	Yes (no worse, no better)	Yes (a bit; got better)	Yes (significantly got better)
0	1	2	3	4	5

What has changed as a consequence of the COVID 19 pandemic?	
1	Your tasks at work.
2	Your superior / supervisor or immediate line manager.
3	Your working team.
4	Quantity of work.
5	Risk of job loss.
6	Conditions of employment.
7	Your salary / fringe benefits.

Very poorly	Rather poorly	Neither poorly or well	Rather well	Very well
1	2	3	4	5

This section is concerned about communication during the COVID 19 pandemic	
<b>Management has:</b>	
8	Informed clearly about the goals of the change
9	Informed about the current state of change progress
10	Made sure that there are sufficient change support services for whole personnel
11	Actively solved problems that have emerged during change process
<b>My immediate line manager has:</b>	
12	Informed clearly about the goals of the change
13	Informed about the current state of change progress
14	Clarified new roles for subordinates

Strongly disagree	Rather disagree	Somewhat disagree / agree	Rather agree	Strongly agree
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1	2	3	4	5
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<b>This section is about the employees' involvement during the recent organisational changes as a result of the COVID 19 pandemic:</b>		
<b>15</b>	I was involved in the design of the change	
<b>16</b>	I had opportunity to give my views about the change before it was implemented	
<b>17</b>	Management has made a great effort to involve employees in the change process	

<b>Strongly disagree</b>	<b>Rather disagree</b>	<b>Somewhat disagree / agree</b>	<b>Rather agree</b>	<b>Strongly agree</b>
1	2	3	4	5

**Trust in Management during the COVID 19 pandemic:**

<b>18</b>	There was a feeling that the leader of this change knows what he or she is doing	
<b>19</b>	Overall, there was the feeling that you can count on the organisation's management	
<b>20</b>	I believed that if managers is suggesting this change, they are well informed and have good reasons for it	

**Q4: Trs\_L**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

	<b>Question</b>	<b>Answer</b>
<b>1</b>	Leaders in my organisation fail to interfere until problems become serious.	_____
<b>2</b>	Leaders in my organisation provide assistance to others in exchange for their efforts.	
<b>3</b>	Leaders in my organisation focus their attention on irregularities, mistakes, exceptions and deviations from standards.	
<b>4</b>	Leaders in my organisation wait for things to go wrong before taking action.	_____
<b>5</b>	Leaders in my organisation discuss in specific terms who is responsible for achieving performance targets.	
<b>6</b>	Leaders in my organisation concentrate their attention on dealing with mistakes, complaints and failures.	
<b>7</b>	Leaders in my organisation are firm believers in "if it isn't broken, don't fix it".	

		_____
<b>8</b>	Leaders in my organisation make it clear in terms of what we can expect should the performance goals are achieved.	
<b>9</b>	Leaders in my organisation keep track of mistakes.	
<b>10</b>	Leaders in my organisation will take action only when problems become chronic.	_____
<b>11</b>	Leaders in my organisation express their satisfaction when we meet expectations.	_____
<b>12</b>	Leaders in my organisation direct their attention towards failures to meet standards.	_____

**Q5: SpL**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

	<b>Question</b>	<b>Answer</b>
<b>1</b>	My leader cares about people in the true sense of Ubuntu.	
<b>2</b>	My leader includes everyone when communicating	
<b>3</b>	My leader's passion for people makes him/her kind.	
<b>4</b>	My leader has a clear vision.	
<b>5</b>	My leader takes full responsibility for his/her actions	
<b>6</b>	My leader's decisiveness leads to respect.	
<b>7</b>	My leader is able to take corrective action swiftly if something goes wrong	
<b>8</b>	My leader is self-driven.	
<b>9</b>	My leader is trustworthy.	
<b>10</b>	My leader makes decisions without being unduly influenced.	
<b>11</b>	My leader shows compassion through nurturing.	
<b>12</b>	My leader is responsible.	
<b>13</b>	My leader encourages a team spirit.	
<b>14</b>	My leader's ability to be transparent encourages honesty.	
<b>15</b>	My leader inspires others by being a co-operative team player.	

16	My leader's behaviour reduces people's intent to leave the organisation.	
17	My leader's engagement improves performance.	
18	My leader's creativity helps improve productivity.	

**Q6: OL**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

	Question	Answer
<b>In my organisation, leaders:</b>		
1	manage their own emotions effectively	
2	share their feelings appropriately	
3	value and care for people	
4	consider different viewpoints with compassion and understanding	
5	trust me to get the job done	
6	demonstrate high ethical standards	
7	understand what winning means	
8	recognise me as an important member of the team	
9	provide me with a clear picture of the ideal future	
10	direct me with clear objectives	
11	frequently discuss the future state and where we are now	
12	develop workable plans to achieve organisational objectives	
13	take responsibility, even when under pressure	
14	are inspirational because of their actions	
15	are humble and act with integrity	
16	change and innovate processes and procedures	
17	communicate openly and transparently	

18	regularly provide clear expectations of what I need to do	
19	coach and mentor me to achieve success	
20	challenge me through engaging conversations	
21	create a safe emotional space to work in	
22	understand my individual development needs	
23	are available when I need them	
24	encourage me to take risks	
25	embrace diversity	
26	use collective energy of team members to achieve goals	
27	create a sense of belonging and unity amongst team members	
28	inspire us by developing healthy relationships	
29	challenge my results (what is possible?)	
30	drive results intensely	
31	keep me accountable for my results	
32	recognise consistent performance	

**Q7: WLB**

Not at all	Rarely	Not often	Sometimes	Regularly	Frequently	All the time
1	2	3	4	5	6	7

	Question	Answer
1	Personal life suffers because of work during Covid-19.	
2	My current job makes personal life difficult.	
3	I currently neglect my personal needs because of work.	
4	I am currently putting my personal life on hold for work.	
5	I miss personal activities because of my current work.	



6	I struggle to juggle work and non-work.	
7	I am happy with the amount of time for non-work activities.	
8	My personal life drains me of energy for work.	
9	I am too tired to be effective at work.	
10	My work suffers because of my personal life.	
11	It is currently hard to work because of personal matters.	
12	My personal life gives me energy for my job.	
13	My job gives me energy to pursue personal activities.	
14	I am in a better mood at work because of personal life.	
15	I am in a better mood because of my job.	

**Q8: H&O**

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6

	Question	Answer
1	At the present time, I am energetically pursuing my work goals.	
2	Right now, I see myself as being pretty successful at work.	
3	I can think of many ways to reach my current work goals.	
4	At this time, I am meeting the work goals that I have set for myself.	
5	When things are uncertain for me at work, I usually expect the best.	
6	I always look on the bright side of things regarding my job.	
7	I'm optimistic about what will happen to me in the future as it pertains to work.	
8	I approach this job as if "every cloud has a silver lining."	

**Q9: PsS**

Strongly disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly agree
1	2	3	4	5	6

All these questions are posed within the current Covid-19 reality in the workplace

	Question	Answer
1	If you make a mistake on this team, it is often held against you.	
2	Members of this team are able to bring up problems and tough issues.	
3	People on this team sometimes reject others for being different.	
4	It is safe to take a risk on this team	
5	It is difficult to ask other members of this team for help	
6	No one on this team would deliberately act in a way that undermines my efforts	
7	Working with members of this team, my unique skills and talents are valued and utilized	

**Q10: WSE**

Not well at all	Not well	Uncertain	Well	Very well
1	2	3	4	5

	Question	Answer
<i>Thinking about your current working realities, how well can you.....</i>		
1	..... achieve goals that are assigned.	
2	..... respect schedules and work deadlines.	
3	..... learn new working methods.	
4	..... concentrate all energy on work.	
5	..... finish assigned work.	
6	..... collaborate with other colleagues.	
7	..... work with people of diverse experiences and ages.	
8	..... have good relationships with direct supervisors.	
9	..... behave in an efficacious way with clients.	

10	..... work in a team.	
----	-----------------------	--

**Q11: PerS**

<b>Not at all</b>	<b>Rarely</b>	<b>Not often</b>	<b>Sometimes</b>	<b>Regularly</b>	<b>Frequently</b>	<b>All the time</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

	<b>Question</b>	<b>Answer</b>
	<i>Thinking about your current working realities, how well can you.....</i>	
1	I have too many things to do	
2	I do not have enough time for myself	
3	I feel under pressure from deadlines	
4	I feel I am in a hurry	
5	I have many worries	
6	My problems seem to be piling up	
7	I fear I may not manage to attain my goals	
8	I feel frustrated	
9	I feel tense	
10	I feel mentally exhausted	
11	I have trouble relaxing	
12	It is hard to feel calm	

**Q 12: JSc**

<b>Completely false</b>	<b>Mostly false</b>	<b>Somewhat false</b>	<b>Somewhat true</b>	<b>Mostly true</b>	<b>Completely true</b>
<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	<b>Question</b>	<b>Answer</b>
1	I am concerned about the possibility of being dismissed.	
2	The possibility of losing my job puts a lot of strain on me.	
3	I would feel stressed if I had to fight for my job.	

4	I believe that my job is secure.	
5	I believe that my career is secure.	
6	I clearly know my chances for advancement in the coming years.	
7	In my opinion I will keep my job in the near future.	
8	In my opinion I will be employed for a long time in my present job.	
9	I look forward with confidence to the introduction of new technologies.	

**Q13: Marker variable (MV)**

Not at all	To a Limited extent	To a Moderate extent	To a Considerable extent	To a Very great extent
1	2	3	4	5

	Question	Answer
1	There have been times when I was quite jealous of the good fortune of others.	
2	I like to gossip at times.	
3	There have been occasions when I took advantage of someone.	
4	There have been times when I felt like rebelling against people in authority even though I knew they were right.	
5	There have been occasions when I felt like smashing things.	

# Annexure B: Ethical Clearance Certificate

Graduate School of Business Leadership, University of South Africa, PO Box 392, Unisa, 0003, South Africa  
Cnr Janadri and Alexandra Avenues, Midrand, 1685. Tel: +27 11 652 0000. Fax: +27 11 652 0299  
E-mail: [sbl@unisa.ac.za](mailto:sbl@unisa.ac.za) Website: [www.unisa.ac.za/sbl](http://www.unisa.ac.za/sbl)

## SCHOOL OF BUSINESS LEADERSHIP RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

30 April 2021

Ref #: 2021\_SBL\_AC\_005\_CA  
Name of applicant: Prof A  
Grobler  
Staff #: 90166124

Dear Prof Grobler

**Decision: Ethics Approval**

**Main Researcher:** Prof A Grobler, [grobla@unisa.ac.za](mailto:grobla@unisa.ac.za), 011 652 0277

**Project Title:** The role of human resource management, transactional leadership, task centred leadership behaviour as well as spiritual and organisational leadership on individual work attitudes and wellbeing during Covid-19

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics

**Approval is granted for the duration of the Project for the class group for 2021 only and on condition a list of students and their agreements to participate be submitted to the ethics office by 30 May 2021.**

The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on 28/04/2021.

The proposed research may now commence with the proviso that:

1. The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached
2. The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
3. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology,

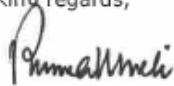
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BUSINESS LEADERSHIP  
UNISA

should be communicated in writing to the SBL Research Ethics Review Committee.

4. An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Kind regards,



Prof P Msweli

**Chairperson: SBL Research Ethics Committee**

011 - 652 0256/ [mswelp@unisa.ac.za](mailto:mswelp@unisa.ac.za)



Prof P Msweli

**Executive Dean: Graduate School of Business Leadership**

011- 652 0256/[mswelp@unisa.ac.za](mailto:mswelp@unisa.ac.za)

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year

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# Annexure C: Permission Letter to Conduct Research



3 On Crescent, 3 Cascades Crescent  
Pietermaritzburg 3201

PO Box 13764, Cascades 3202  
South Africa

Docex 77 Cascades

☎ 033 015 5800

✉ info@srisk.co.za

[www.shackletonrisk.co.za](http://www.shackletonrisk.co.za)

26 May 2021

TO WHOM IT MAY CONCERN

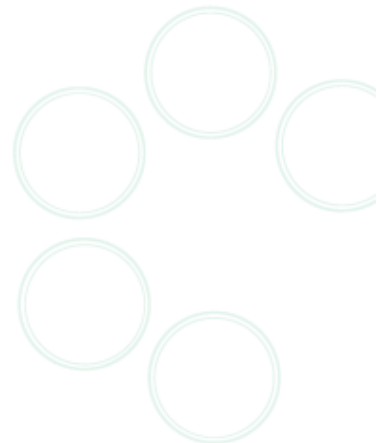
**RE: Permission Granted to Conduct MBA research**

This letter serves as permission from the Shackleton Group of Companies, to allow its employees to participate in a study entitled: *The impact of Covid-19 on the perceptions of effective change management, spiritual leadership on work self-efficacy during Covid-19 in the Private Sector.*

I, Richard Lynn, Managing Director give Shan Hanafey, together with Prof Anton Grobler at the Graduate School of Business Leadership, to conduct her research at Shackleton Group.



Kind regards  
Richard Lynn



 A MEMBER OF THE  
**ShackletonGroup** | Shackleton Risk Management (Pty) Ltd | Reg No. 2002/030125/07 | FSP No. 33621

**Directors** | M.W. Lynn BA LLB, S.B. Main BA LLB (summa cum laude) LLM (Banking Law) MBA, J.A. Brink BA LLB PG Dip Environ.Law PG Dip Tax, R.M. Lynn BBusSc, PGDA, CAISAL CPA®  
**Head Office** | 3 On Crescent, 3 Cascades Crescent, Pietermaritzburg, 3201 | PO Box 13764, Cascades, 3202, South Africa | ☎ 087 500 0550

Represented in KZN | Gauteng | Western Cape | Eastern Cape | Free State | Northern Cape | Mpumalanga

## Annexure D: Consent to Submit Research Report

The Programme Administrator: MBL / MBA  
Graduate School of Business Leadership  
P O Box 392  
UNISA  
0003


### CONSENT TO SUBMIT RESEARCH REPORT

Consent is hereby given to:

**Student name:** Shan Pamela Hanafey

Student number: 45185220 to submit her research report in its final form.

**Study Leader:** Dr Schalk W. Grobler

Study leader signature 

Date: 30<sup>th</sup> November 2021

The student acknowledges that sufficient feedback was provided by the study leader and that s/he took the responsibility to attend to the feedback in a way that satisfies the requirements for a research dissertation on the MBL / MBA level.

Student signature 

Date: 29<sup>th</sup> November 2021

**Please follow the instructions for submission from the module leader, Prof Sanchen Henning.**



## Annexure E: Proof Reading and Editing Certificate

Jill Stevenson  
Copy Editor/Proofreader  
4 Chesterton  
12 Blackheath Road  
Kenilworth 7708

November 2021

### To whom it may concern

Re: Proofreading and copy editing of a research report entitled:  
**EFFECTIVE CHANGE MANAGEMENT, SPIRITUAL LEADERSHIP AND WORK SELF-EFFICACY  
DURING COVID-19 IN THE SOUTH AFRICAN PRIVATE SECTOR**

**Prepared by:** Student: SHAN PAMELA HANAFEY, Student No.: 45185220

I, Jill Diane Stevenson, hereby confirm that the changes made to the above report were to ensure consistency of grammar and language (concord, spelling, punctuation) and to the conformity of format (headings, indexing, citations and references).

No other changes were made to the body of work submitted by the candidate (conclusions, recommendations, data, factual reporting or commentary).

Yours faithfully



### **Jill Stevenson**

Certified Copy-Editor and Proofreader

Cell: 0833092927

Email: Jilldiane18@gmail.com

# Annexure F: Declaration of Authenticity

Graduate School of Business Leadership, University of South Africa, PO Box 392, Unisa, 0003, South Africa  
Cnr Janadel and Alexandra Avenues, Midrand, 1685, Tel: +27 11 652 0000, Fax: +27 11 652 0299  
E-mail: [sbl@unisa.ac.za](mailto:sbl@unisa.ac.za) Website: [www.unisa.ac.za/sbl](http://www.unisa.ac.za/sbl)

Prof Anton Grobler  
Room 4-10  
SBL Campus  
Midrand  
20 October 2021

To: All examiners  
MBA and MBL research reports  
Structured Leadership (MBL) and Human Resource (MBA) research projects

Dear examiner

## DECLARATION OF AUTHENTICITY OF MBL and MBA RESEARCH REPORTS (Structured Leadership and Human Resource research projects)

1. I firstly want to thank you for your willingness to do the examination of this research report and your continuous support of the academic activities at the SBL.
2. As project leader of the structured Leadership and Human Resource research projects research projects, please allow me to give you some background and to specifically clear the perception that it is group research which is definitely not the case. Herewith some basic background:
  - Each student did work independently, which is in line with the learning objectives of this module.
  - There are various permutations of the topics, that are mainly centred around 3 – 4 independent variables (e.g. the respective leadership styles / ethical climate measurements) and 5 – 6 dependent variables (e.g. psychological capital / ethical attitudes). All three the projects had one additional independent variable that has been included consistently across the 3.
  - It is also important to mention that some of these variables had been included in previous years' projects to test its relationship with new variables in 2021 and to do the standardisation of instruments across studies.
  - Many of these variables are quite new or little previous research has been conducted on it (and the combinations of it), which limits the literature sources, resulting in students referencing the same work by the same authors.

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Prof Anton Grobler  
Room 4-10  
SBL Campus  
Midrand  
20 October 2021

To: All examiners  
MBA and MBL research reports  
Structured Leadership (MBL) and Human Resource (MBA) research projects

Dear examiner

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(Structured Leadership and Human Resource research projects)**

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  - Many of these variables are quite new or little previous research has been conducted on it (and the combinations of it), which limits the literature sources, resulting in students referencing the same work by the same authors.