

**UNDERSTANDING THE IMPACT OF ORGANISATIONAL DESIGN ON
ORGANISATIONAL EFFECTIVENESS AND EMPLOYEE ENGAGEMENT IN A
CORRECTIONS ENVIRONMENT**

by

Tokozile Marah

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SUPERVISOR: PROF DR. WFM LUYT

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ii) **ACKNOWLEDGEMENTS**

I would like to dedicate this study to my late mother **Lillian Ncube** who died at the age of 90 on 16 January 2023 at the time of finalising my transcript. My mother taught me at an early age to continuously seek education and made me aware that education is a never-ending process.

Quote from Participants

Participant one: "Corrections is not a Sunday School".

Participant nine: "Where organisational design is not done well, even with the best performance, qualified personnel with high EQ and IQ nothing can be achieved".

A Special Thank You

I would like to convey a word of special thank you to the following people who made my studies possible, my supervisor, Prof. Dr WFM Luyt for the opportunity afforded to me to study further and the mature manner in which support was provided to me during my studies, the late Dr Sibusisiwe Bhengu for encouragement and assurances when I felt lost and confused as well as ongoing support, my late friend Arnold Mabere, who was based in the United Kingdom, for the keen interest in my studies and support provided to me. The ex-employees of the Department of Correctional Services who provided me with full support, and enthusiasm in participating in the primary study as if they were still working at the Department of Correctional Services. Furthermore, I would like to express my sincere thank you to Thabo Hlongwane the Director for HR Planning at the Department of Correctional Services and his team for robust informal debates on organisational design within the context of the Public Service during the time I worked with DCS, and Terence Raseroka, who supported my studies unequivocally. Finally I would like to thank my children, namely, Lansanah Junior Marah and Shaunnette Manty Marah who never lose enthusiasm in supporting me in my studies and never-ending interests throughout my life.

iii) SUMMARY

This research is a result of experience the researcher had when conducting organisational design in different environments. The researcher noticed that different models and approaches were used in organisational design, yet those involved with organisational design behaved as if there is a universal model and homogenous knowledge. The Department of Correctional Services (DCS) in South Africa is tasked with incarceration of convicted criminals, rehabilitating and releasing them back into community as law abiding citizens. Incarceration must be done in a humane manner and programmes provided in a safe and secure environment ensuring that inmates do not escape. The department also implements programmes in support of government initiatives including the National Development Plan (NDP) Vision 2030 and attends to various stakeholder needs. Most research focuses on inmates; yet the department is committed to an ideal correctional environment with an ideal correctional official. This study attempts to provide a different perspective. The study makes use of mixed method approach, supported by an exploratory and explanatory, sequential design. It is a multidisciplinary study, that makes use of primary and secondary data to understand if organisational design and organisational effectiveness consists of elements that makes it complete as in a model. If these elements are universal, and are present in a corrections environment. The study investigates if there is an impact of organisational design on organisational effectiveness and employee engagement. If this impact is present in a corrections environment and can be sustained over a period of time. The study discovers that there are at least seven organisational design, organisational effectiveness and employee engagement models, all with different elements specific to that model. Organisational design has an impact on organisational effectiveness and employee engagement. Employee engagement in a corrections environment, is confirmed as clarity of roles, responsibilities and allocation of resources. The study observes that the impact of organisational design on organisational effectiveness can be sustained for three years or more. There is an understanding that organisational design can ease transitioning to 4IR, contribute positively to Sustainable Development Goal 16.7 as well as support management of pandemics such as the COVID-19.

Key Terms

Organisational design; Organisational effectiveness model; Organisational design model; Employee engagement; Organisational structure; Corrections environment; Sustainable development goals; Fourth Industrial Revolution; COVID-19; Organisational theory.

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viii) ACRONYMS AND ABBREVIATIONS

3-D	Three Dimension
3IR	Third Industrial Revolution
4IR	Fourth Industrial Revolution
AG	Auditor General
AI	Artificial Intelligence
AIHR	Academy to Innovate Human Resources
ANR	Admission and Release
ATP	Awaiting Trial Person/s
BAS	Basic Accounting System
BC	Before Christ
BoE	Full name of a bank in South Africa in 2006, not abbreviated
CBO	Community Based Organisation
CEO	Chief Executive Officer
COMCOR	Community Corrections
COVID-19	Corona Virus
CSIR	Centre for Science and Industrial Research
CSP	Correctional Sentence Plan
DCS	Department of Correctional Services
DHA	Department of Home Affairs
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DORA	Division of Revenue Act
EE	Employee Engagement

EQ	Emotional quotient, or emotional intelligence
EY	Ernst and Young
FAA	Federal Aviation Administration
FINTECH	Financial Services Provided Through Technology
GDP	Gross Domestic Product
GE	General Electric
GITO	Government Information Technology Officer
GUIDE	The DPSA Guide and Toolkit on Organisational Design
IQ	Intellectual quotient or reasoning ability
H2O	Water
HR	Human Resources
ICT	Information Communication Technology
IIMS	Integrated Information Management System
IT	Information Technology
JCPS	Justice Crime Prevention and Security
JICS	Judicial Inspectorate for Correctional Services
MBA	Master of Business Administration
MMR	Mixed Method Research
MMS	Middle Management Service
MS	Microsoft
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCOP	National Council of Provinces
NDP	National Development Plan

NGO's	Non-Governmental Organisations
NICOC	National Intelligence Co-ordinating Committee
OD	Organisational Design
ODE	Organisational Design Engineering
OE	Organisational Effectiveness
OFA	Organisational Functionality Assessment
OT	Organisational Theory
OMF	Operations Management Framework
ORP	Offender Rehabilitation Path
OSD	Occupation Specific Dispensation
PERSAL	Personal and Salary System
PFMA	Public Finance Management Act
PMG	Parliamentary Monitoring Group
POPIA	Protection of Personal Information Act
PSR	Public Service Regulations
PWC	PricewaterhouseCoopers
RD	Remand Detainee
SA	South Africa
SARS	Severe Acute Respiratory Syndrome
SARS	South African Revenue Services
SCOPA	Standing Committee on Public Accounts
SDG	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SMEs	Subject Matter Experts

SMS	Senior Management Service
SPSS	Statistical Software developed by IBM
SWOT	Strength, Weakness, Opportunity and Threat
TQM	Total Quality Management
UNICEF	United Nations Children Fund
VUCA	Volatile Uncertain Complex and Ambiguous

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION TO THE STUDY

The purpose of this mixed method, multidisciplinary, longitudinal study is to discover and understand the impact of organisational design (OD) on organisational effectiveness (OE) and employee engagement (EE) in a corrections environment. The study begins by understanding if organisational design and organisational effectiveness consist of elements that makes it complete as in a model, if these elements are found in all models in their entirety (universal), and are present in a corrections environment. The study makes use of non-probabilistic, purposive sampling supported by a snowballing approach to sample data. It makes use of content analysis with descriptive analysis to analyse data.

The researcher worked as a contract worker in the Department of Correctional Services (DCS) for at least seven years. During this time, the researcher witnessed and realised the ongoing frustration of the DCS emanating from “an organisational structure that is not able to achieve the Department’s strategic goals” (DCS, 2015:36).

This background and the desire to contribute to the aspirations of South Africa (SA), mainly in the generation of knowledge that leads to effective organisations, creates a deep desire to study the impact of organisational design on organisational effectiveness and employee engagement within the corrections environment. The researcher was part of a restructuring process in the banking industry in 2003, during the acquisition of BoE bank by Nedbank. This entailed restructuring and integration of at least ten banks. The researcher’s dissertation for her Master of Business Administration (MBA) studies was based on restructuring processes in the banking industry, creating a baseline of the researcher’s epistemology.

Organisational effectiveness is very important in a corrections environment in that perception of effectiveness is linked to security in the form of zero prison escapes, which is important for every responsible citizen. Correctional facilities provide a human risk management support structure for the country and “inmates are associated with

risky behaviours such as violent assaults, corruption, smuggling, of contraband, escapes, and deaths,” making their custody a challenging task (DCS, 2015:6, 17).

The fiscal pressure that is in place in 2018, at the inception of this study, continues to be experienced at the conclusion of the study in 2024 and will continue to be experienced for a considerable period of time. This creates an ongoing need for the Government to provide services efficiently and effectively, therefore, making this study important to many stakeholders, such as the Government, politicians, the DCS leadership, employees, organised labour and non-governmental organisations (NGO's). The Department of Public Service and Administration (DPSA), in 2016, initiated a process to measure the effectiveness of government departments through identified indices. This effectiveness has a dual approach, namely, Organisational Functionality Assessment (OFA) and Productivity (DPSA, 2016a) and this study has a potential to complement the efforts of the DPSA.

1.2 INTRODUCTORY LITERATURE REVIEW FOR THE RESEARCH PROBLEM

This section of the study provides the background to researching the understanding the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment. This introductory literature overview provides the basis within which the context of the study and the development of the research problem is formulated.

1.2.1 Overview Of Organisational Design

An organisation is an entity with identifiable boundaries with consciously coordinated socio-economic functions that interact seamlessly to achieve the desired purpose. The pursuit of achieving predetermined organisational goals through people interacting with each other results in achieving the desired organisational outcomes. Furthermore an organisation exists in a geographic and socio-economic system. (Robbins, 1987:3-5). Allen (2012) believes that organisational design entails the identification of value chains, dysfunctional workflow processes, systems, and procedures through analysis of mandates and strategic objectives of an organisation and defining organisational

structures and systems that enable alignment of organisational goals in a manner that delivers strategic objectives and improves all aspects of the business (Allen, 2012). In addition, Robbins (1987:5), expresses that there are three components of organisational design, namely, “**formalisation, centralisation and interaction.** Interaction is about complexity, centralisation is about the extent to which there is differentiation such as the degree of specialisation, number of levels, division of labour, and geographic dispersion, and formalisation involves reliance on rules, processes and procedures (Robbins, 1987:5).”

According to Lafley and Charan (2008:36), an organisational design that develops the right organisational structure that meets business needs is an anchor for innovation in different businesses. Innovation enables the alignment of people’s energy with the structure of the business. There is no single framework of innovation or organisational structure that will work for every organisation. Companies need to install the right organisational structure that is aligned to the business strategy and innovation. Most people do not understand what innovation is or the role of the organisational structure as well as how these are meant to function (Lafley & Charan, 2008:36). The purpose of organisational design is to align the organisational structure with the mandates and strategic objectives of an organisation in a manner that enables work tasks to be performed, according to the defined needs (Bussin & Berg, 2017:36).

Organisational design makes use of a key starting point such as the customer, to define functions, relationships, operations, and enablers which is generally not the case with an organogram and, therefore, altering organisational charts does not result in organisational design (Page, 2006:58). Furthermore, Hrebiniak and Joyce (2001:603) summarise strategy implementation as “a series of interventions that makes use of appropriate organisational structures, personnel actions and control systems, designed to influence performance to achieve the desired goals.”

Hammer and Champy (2001:13-16) believe monitoring production and financial numbers is influenced by the Adam Smith’s principle of division of labour, in the same manner that Henry Ford applies this division of labour to its production. This makes it not necessary for corporate executives to have technical expertise in core business such as engineering, or manufacturing since specialists at divisional level can oversee production, and ensure rules are followed with clear lines of authority that are able to

mitigate risks in this case, risks associated with collisions of trains on railway lines (Hammer & Champy, 2001:17).

In their historic book titled, "*Re-engineering the Corporation*", Hammer and Champy (2001:19) assert that a growing number of tasks required for employees to respond to, is a result of growing product demands of the 1960's, which increase the number of processes to be dealt with for producing a specific product. This growing number of tasks results in increased complexity and the number of employees in the middle of the organisational chart. Furthermore, chaos and fragmentation of processes creates the need for additional roles of oversight in the form of functional or middle manager; hence the emergence of hierarchy and bureaucracy (Hammer & Champy, 2001:19). A study by Maduenyi, Oke and Fadeyi (2015:354) on the comparison between organisational design and organisational performance through the use of secondary data concludes and recommends that in order to achieve organisational objectives, organisations must ensure they establish structures that are well-defined (organisational design).

Robbins (1987), Page (2006) and Hammer and Champy (2001) provide a basis that organisational design is much broader and more complex than simply altering organisational charts. Complexity of organisations creates a need for organisational design evolves to meet changing needs of an organisations as seen in the mitigation of collusion risks emanating from trains as stated by Hammer and Champy, (2001). Bussin and Berg (2017), Hrebiniak and Joyce (2001) and Lafley and Charan (2008) demonstrate how organisational design is used to address various challenges in business ranging from defining organisational structures, change of business models as in centralisation or decentralisation of functions. product differentiation, growth of tasks and allocation of roles, responsibilities and resources. The corrections environment is seen by the study within the context of being complex, changing, with many stakeholder requirements with the same need for organisational design as any other organisation.

1.2.2 Overview Of Organisational Effectiveness

Ngarachu (2008:48) asserts that organisational effectiveness is about setting what you have to do and doing it well. Jones and George (2009:76) trace organisational effectiveness from the early 1700s during the times of Adam Smith, through the 19th century with the introduction of industrial revolution. Jones and George (2009:76) believe management is an integral part of organisational effectiveness and maintain that the evolution of management is greatly influenced by the need to improve organisational effectiveness. Moreover, Jones and George (2009:76) relate to the replacement of arts and crafts by large factories and sophisticated machinery including the steam power engine that sees the emergence of the industrial revolution taking place in Europe at the end of the 19th century. This results in thousands of unskilled workers producing goods through controlling machines, and the growing number of people in workplaces bring complexities and people dynamics that create the need for managers to seek new techniques to improve the mix of work and task in a manner that makes workers efficient (Jones & George, 2009:76).

In the same vein, Jones and George (2009:79) concur with Hammer and Champy (2001:17) in that they both emphasise Adam Smith as one of the great management gurus who introduced division of labour in the early 1700s, through a pin and nail production experiment, and state that WF Taylor another management guru, included human behaviour and performance in the redesign of work processes. Furthermore, the book titled, "*The Art of War*" originally written by Sun Tzu, about military strategies, is considered as a tool for planning in the public administration space (Jones & George, 2009:79). According to Daft (2010a:518), job design includes the use of motivational theories on the organisational structure to improve productivity and job satisfaction through job simplification, rotation, enlargement and enrichment.

The advent of management of huge organisations creates, according to Hammer and Champy (1993:25), challenges in deciding which models in manufacturing meet market needs. There are times that companies manufacture either more, or less quantities than required by the market. There are challenges of ensuring there is adequate raw materials to meet ongoing manufacturing without overstocking and wastage of raw materials (Hammer & Champy, 1993:25). This challenge is understood to be universal to all companies. Henry Ford and Durant did not learn how to manage this challenge either, therefore, resulting in the belief that management fads can

improve effectiveness of corporate America. Fads such as Zero-Based Budgeting were unable to reverse the deterioration in the American companies, with automation only providing speed, and not changing the essence of how jobs are done (Hammer & Champy, 2001:25).

Management is the science of making use of conceptual skills to perform functions of **planning, organising, leading, and controlling** (Daft, 2010a:10). Lafley and Charan (2008:28) highlight that companies that prosper generally develop leaders of the future, plan, improve productivity, execute strategy well, and create innovation in their environments.

Hammer and Champy (2001:17-18) argue that Sloan, the former CEO of General Motors, in an attempt to achieve effectiveness, creates small and decentralised divisions that enable managers to oversee the performance of divisions in accordance with each car model, such as Chevrolet, Cadillac, Oldsmobile. This is done from a small Head Office and includes monitoring production and financial numbers. They further state that the structure, that is aligned to the United States pyramid model could be easily scaled up to meet heavy demands and growth of products or broken down to smaller units for ease of management.

Operations management's primary aim is to translate goals of a company into specific objectives and requirements that contribute to the achievement of long-term goals of an organisation in an effective manner. For this to be realised, there must be clarity of vision which is the responsibility of the leadership team (Pycraft, Singh, Phihlela, Slack, Chambers, Harrison & Johnston (Pycraft et al), 2000:30).

Olivier (2014:iv) develops a quantitative-based model approach for a metropolitan municipality in South Africa to validate and measure organisational effectiveness. In Eskom Transmission Division, a life cycle model and change management principles that are used to implement a life cycle model are investigated for the impact on employees, management, control mechanisms, and organisational performance (Hadebe D, 2010:v). In their study on increasing organisational performance benefits of Total Quality Management (TQM), Garcia and Ramirez (2010:364) conclude after conducting literature review that adoption of quality management must be consistent with Organisational Design (Garcia & Ramirez, 2010:364).

Olivier (2014), Jones and George (2009) and Daft (2010a) concur that organisational effectiveness is about introducing measures to enhance how work is done. A change in the demand of products, introduction of machinery, as well as introduction of management theories such as Six Sigma and Lean, Just In Time (JIT), TQM and linking operations with the vision and strategies of an organisation are all part of efforts to achieve organisational effectiveness. Furthermore, the main reason for introducing various forms of management philosophies with integration of machines and computers is aimed at ensuring ongoing organisational effectiveness and efficiency (Jones & George, 2009:79).

1.2.3 Overview Of Employee Engagement

This study seeks to understand the link between employee engagement, organisational design and organisational effectiveness in general and then observe if this is the same in a corrections environment. Blanchard (2007:10) points out that sustainable and achievement-oriented organisations are those that continue to produce excellent results with employees who are satisfied to work for an organisation (engaged), and are committed to the success of the organisation over time. PricewaterhouseCoopers (PwC), (2015:3) contends that engaged employees tend to be more effective, produce higher quality of work and are less absent from work than their disengaged counterparts. Furthermore, engaged employees are less likely to quit their jobs. Mahlanza (2012:12) endorses PwC's belief stating that employee engagement is a deliberate action by an employee to position their cognitive and emotional state as well as their behaviour in a manner that produces results in their actions. Those results produce appropriate business outcomes, and positive impact for a prolonged period of time.

Gallo (2012:xiii) talks about Apple who built customer loyalty to a point that employees found the same meaning as that found in religion, providing for meaning and deep emotional experiences that created a feeling that their lives have been improved. Furthermore, Bossidy, Charam, and Burk (Bossidy et al) (2002:2) acknowledge that execution is tactical, is about business and go further to compare the process of Allied Signal with that of General Electric (GE) which were the same, as well as the same as

that of any other company (generic). Bossidy et al (2002:2) assert that “Allied Signal had same processes for people, strategy and budgeting and for operations yet its performance was not anywhere near that of GE.” Organisations that leap into the future are successful at significantly changing the behaviour of every single person in their organisation (engaged employees). This may at first sight seem to be an exceptionally difficult thing to do (Kotter & Cohen, 2002:8). Successes of companies such as GE and Apple demonstrate the need to evaluate the role employee engagement plays in organisational effectiveness. The study seeks to understand if corrections environment has the same or similar understanding on employee engagement.

1.3 RESEARCH PHILOSOPHY

Philosophy in research is like a road map that enables the researcher to manage the dilemma of engaging with multiple propositions, dimensions, paradigms, disciplines and explanations that impact on the ability of the study to remain focused on the chosen research methodology. Furthermore, it enables ease of understanding the research process and ability to engage with complex challenges of research (Sefotho, 2015:23). Jackson, (2013:60) concurs with Sefotho (2015:23) and asserts that research philosophy is a conceptual framework that ensures there is clarity of the researcher’s position with respect to their ontology and epistemology, and assists the researcher to make the right choices in their methodology. It also assists in developing research methods in a manner that is credible, reliable, can be validated and complies with research ethics requirements (Jackson, 2013:60).

Philosophy, epistemology, ontology and methodology together constitute what is termed a paradigm. The inability of the researcher to understand philosophical principles that underpin the study may result in the use of inappropriate concepts and the research methodology to the study (Sefotho, 2015:24). Philosophical assumptions in scientific research have multiple dimensions, the most common philosophical assumptions, with philosophical positions and their degree of pragmatism are listed in the Table 1.3-1.

TABLE 1.3-1 PHILOSOPHICAL ASSUMPTIONS AND DEGREE OF PRAGMATISM

Philosophical assumption	Philosophical position	Continuum	
		Pragmatic	Less Pragmatic
Ontology	Nature of reality of the researcher	Objective based on factual information and truth that remains the same regardless of social constructs	Subjective based on multiple realities and social constructs
Epistemology	The lenses we use to get to know what we know and understand the world. (How we get to know the world) It speaks to how knowledge is created and communicated including what we know	Factual in line with natural laws, based on observed reality, is structured and independent of personal views and opinions	Meanings attached to individual contexts and specific issues. Assumptions and opinions matter
Axiology	The role of the values of the researcher and their impact on the study	Researcher's values do not form part of the research. The researcher's values are detached from the study	The research is conducted through the researcher's value lenses. This enables the researcher to be an integral part of the research and flexing their value system into the study

Source: (Saunders, et al, 2019:135)

Philosophical assumptions in Table 1.3-1 are said to exist in three ways, namely, **epistemology**, which relates to acceptable knowledge of the researcher in the field of study which leads to comfort in the collection, and analysis of facts, **ontology** relates to the degree of one's reality and how they see the world such as being objective or subjective and **axiology** is about the role, the values or ethics of the researcher plays on the overall research (Saunders, Lewis & Thornhill (Saunders et al), 2019:133-134).

In 1983, the researcher was one of the first two black female recruits of Meteorological Officers, in the Department of Meteorology in Zimbabwe. She was part of a team that wrote the first paper on lightning deaths in Zimbabwe. This paper was published in the Zimbabwe Science News and was one of the first papers to focus on deaths caused by lightning on human beings. Meteorology is a pure science, focusing on the analysis of the atmosphere, weather forecasting and analysis of meteorological data and patterns. The researcher was also exposed to complex business environments in the

private sector and public sector which place emphasis on achievement of strategic objectives of an organisation, thus influencing the researcher's ontology to be that of positivist. This is moderated by a pragmatic epistemology and axiology. The environments the researcher has been exposed to requires information and knowledge to be supported by facts and figures within context, and this impacts the study to lean more on pragmatic and concrete views.

Saunders et al (2019) emphasises the interplay between personal beliefs and assumptions (personal philosophy), research philosophies and research design, and states that merely choosing the best philosophy may create a clash between a researchers beliefs and assumptions and the best philosophy (Saunders et al, 2019:131). Saunders et al, further concurs with Sefotho (2015:24) and Jackson (2013:60) that research philosophy determines the choice of the research strategy, methodology, data collection procedures and analysis techniques (Saunders et al, 2019:131). The research philosophy of the study is aligned to the philosophy of the researcher.

Phenomenological research originated from Germany, with Edmund Hurssel (1859-1938) considered as the father of the phenomenological movement (de Chesnay, 2015:1) There is recognition that experimental techniques, or logical language of analysis are not the only an approach to address questions. If there is knowledge in other disciplines of study such as mathematics, logic, ethics, epistemology and psychology amongst others, another method is clearly needed thus making phenomenology important (Detmer, 2013:np). "Phenomenology is a descriptive approach to knowledge" (de Chesnay, 2015:xiv), and captures a person's point of view in a way no other design does (de Chesnay 2015:xxi). The pragmatic aspect of the researcher enables the researcher to combine the positivistic ontology with the phenomenological approach to obtain depth for the study.

1.4 INTRODUCTION TO THE CORRECTIONS ENVIRONMENT

The study refers to the corrections environment within the context of the DCS in South Africa. The following introductory literature review provides the research context of the corrections environment. Legislation, regulations, policies, and five-year government

strategic objectives give effect to the execution of corrections and are included in the literature review for context.

The DCS is a government department responsible for correctional centres of the country and is tasked with the execution of the Correctional Services Act 111 of 1998. Chapter 2 Section 2 of the Correctional Services Act 111 of 1998 states as follows:

“The purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society by:

- enforcing sentences of the courts in the manner prescribed by this Act;
- detaining all inmates in safe custody while ensuring their human dignity; and
- promoting the social responsibility and human development of all prisoners and persons subject to community corrections (Department of Correctional Services, (DCS, 1998)).

The DCS is a national department, and is accountable for formulating and implementing policies that it formulates. “Prisons, now called correctional centres, were first introduced in South Africa, soon after the Unionisation in the 1900s with the Prisons Reformatories Act 13 of 1911 enacted soon thereafter.” Furthermore, “prisons were a social programme geared to enhance socio-economic status of white people through provision of free black labour. Punishment, offender labour and racial segregation was legislated and vigorously applied throughout the country” at the time (DCS, 2005:46).

“The Republic of South Africa is a sovereign democratic state founded on values of human dignity, achievement of equality and the advancement of human rights and freedoms” (Department of Justice (DOJ), 1996:3). The values of human dignity enshrined in the Constitution of South Africa, Act 108 of 1996 (Constitution) means that correctional centres have to incarcerate in a humane manner and rehabilitate with a view to socially reintegrate inmates back into society. The constitution led to the current Correctional Services Act 111 of 1998, the White Paper on Corrections in 2005 and demilitarisation of Corrections in 1996 (DCS, 2005).

Chapter eight of the White Paper on Corrections (DCS, 2005:110) asserts that “it is essential for the department to optimally develop and align its organisational

structures, organisational culture, human resource requirements and partnerships with other government departments with its rehabilitation objectives” (DCS, 2005:110). The Strategic Plan of 2020 to 2025 confirms that moving away from a penal system meant the department focuses on a corrections-based system of rehabilitation (DCS, 2020a:24). This particular strategic plan is not the first one to provide for rehabilitation and social re-integration, previous strategic plans are also aimed at meeting the intentions of the 2005, White Paper on Corrections. The intentions stated in the White Paper on Corrections (2005) that are of particular interest to this study are the alignment of organisational structures, organisational culture and human resources (HR) within DCS and other government departments.

The primary role of corrections is that of providing a safe country with the assumption that a safe country is a catalyst for a better quality of life. Understanding the impact of organisational design on organisational effectiveness and employee engagement is important for all concerned individuals and institutions. The study makes an assumption that an organisational structure that supports a militaristic approach to corrections cannot be the same as an organisational structure that supports a rehabilitation approach to corrections and tests this assumption through primary research.

1.4.1 Corrections As Part Of The Machinery Of The South African Government

The DCS is part of the government machinery and the purpose of conducting literature review on the Machinery of Government is to establish an understanding of the environment within which the DCS operates. It is to understand the impact of the structures of government on organisational design and organisational effectiveness in a corrections environment. This is premised on the assumption that organisational design and organisational effectiveness address a particular position or interest which is government goals. In the case of corrections, effectiveness is assumed to be addressing corrections-related legislation and strategic objectives of Government.

The South African Government consists of three spheres of government, and these are i) National Government, ii) Provincial Government, and iii) Local Government. The Constitution of South Africa, Act 108 of 1996 asserts that “the three spheres of

government are distinctive, interdependent and interrelated.” Cabinet members (Ministers) are accountable to Parliament individually and collectively for performance of their assigned functions. Policy formulation, development of national standards, norms, rules and regulations is the role of National Government (Department of Public Service and Administration (DPSA), 2003a:15, 16).

The DCS as part of Government, gets an allocation of funding from the National Revenue Fund through the Division of Revenue Act, (DORA) and is expected to deliver on strategic objectives of government in a manner that achieves national priorities and provides service delivery that is associated with the revenues afforded to it. The DCS accounts to Parliament through the Minister of Justice and Correctional Services. There are government structures that provide oversight on the performance of the DCS and the Minister of Justice and Correctional Services. These government structures are the Parliamentary Committee, the National Council of Provinces, the Standing Committee on Public Accounts (SCOPA) on Correctional Services, and Portfolio Committee, to name a few.

The Auditor General (AG) is the key institution that provides oversight and assurance on how effective government departments and other structures within government implement required programmes and how financial resources create the desired value and impact. All institutions that receive money for public purposes are required in terms of the law to have their financial affairs audited by the AG, which is a government entity mandated with financial oversight (DPSA, 2003a:23-24).

The current South African Government was established in 1994. Since then, the government has continued to roll out several national strategic objectives, legislation and policies in the interest of a functional State. An example is that of an organisational functionality assessment (OFA) which must be conducted by an Executive Authority as directed by the Minister, and a report that must be submitted to the Minister “on the effectiveness of a department’s internal systems and processes on such a date and format prescribed by the Minister” as detailed on Section 35 of the Public Service Regulations (PSR), (DPSA, 2016a). Furthermore, Section 39(2) of the PSR, DPSA, (2016a) requires that the executive authority must review job descriptions and titles, redefine where necessary to ensure they remain appropriate and accurate at least once every 60 calendar months (DPSA, 2016a), and goes on to provide clarity on

activities required to be implemented by departments to enable effective organisational design and service delivery.

There is a need to understand the degree to which legislation, regulations, policies, government strategic objectives, and other structures of government as stated above, impact on organisational design, organisational effectiveness and employee engagement within a government context and within a corrections environment.

1.5 THE RESEARCH PROBLEM

A research idea is a broad area of interest within which a researcher wants to position the impact of their study (Zikmund, Babin, Carr & Griffin, (Zikmund et al) 2015:399). Literature review is one way of enabling the researcher to explain the purpose of their study and to formulate research questions. Literature review provides the content and context of a research problem, enabling a systematic and explicit approach for identifying and analysing a body of knowledge that is used for the study in a manner that can be replicated (Saldanha & O'Brien, 2014:19, 20).

Use of existing scholarly articles and academic literature is an important aspect of informing the content and context of the research problem including aims and objectives of the research (Saunders et al., 2019:30). Formative research is the process of summarising prior knowledge of the researcher together with the information that the researcher acquires in pursuit of answering the research question (Lapan, Quartaroli & Reinner (Lapan, et al), 2012:70). Formative literature review as alluded by Lapan, Quartaroli and Reinner (2012:70) provides the study with an overarching perspective on different aspects of organisational design and organisational effectiveness, employee engagement, organisational theory (OT), as well as the position the researcher takes within the study. The introductory literature review provided in section 1.2 of this chapter demonstrates that organisational design, , organisational effectiveness and employee engagement are factors that constantly interact with each other in pursuit of achievement of strategic goals of an organisation.

The DCS's experience of an organisational structure that does not enable it to achieve its objectives (DCS, 2015:36), the Correctional Services Act 111 of 1998, the PSR of

2016's requirements for organisational functionality assessments and productivity, and the White Paper on Corrections (2005:110), that require a structure that enables partnership with other stakeholders, augment the content and context for the research problem (DCS 2005:110).

The assumptions of this study are similar to that of other scholars such as Allen (2012) and Page (2006:58) in that they perceive organisational design as a process used by HR professionals to design an organisational structure of an entity as well as address effectiveness issues of an organisation. This study assumes that there is a universal model of organisational design and organisational effectiveness that is supported by elements that are standard across all organisations, as in an income statement or a balance sheet as in the accounting profession.

The perception of the study is that there are universally recognised methods, and standards of organisational design that factor all aspects of an organisation resulting in standardised approaches and methods to organisational design and organisational effectiveness. If these assumptions are correct, there is a likelihood that there is a blue print that can be used by all praxis and enables flexibility and agility in the design and modelling of different scenarios of organisational design and organisational effectiveness. This principle is similar to that of designing cars, in that the design for a car is standard. However, models provide for differences in aesthetic, speed and efficiency.

The researcher once worked in the DCS and has a perception of understanding the challenges of the department in the allocation of insufficient funding and an organisational structure that is not assisting with the delivery of strategic objectives (DCS, 2015:36). Consequently, this leads to the curiosity of understanding if organisational design models and organisational effectiveness models that are universal from a scholarly perspective are the same as those in a corrections environment. This curiosity is driven by the pragmatic epistemology of the researcher, which influences the thinking that organisational design must have an impact on organisational effectiveness. This effectiveness must be identifiable and measurable. Furthermore, this effectiveness must be linked to the purpose of existence of the organisation.

The background and positioning of the researcher that influence the philosophy of the study also influences the determination of appropriate methods which accompany the researcher's methodology (Jackson, 2013:57). The philosophy of the study is premised on a positivist approach for secondary data, supported by a phenomenological approach for primary data.

It is common for government's objectives to be subjective, in Corrections, Government outcome 3 "All people in South Africa are and feel safe" (DCS, 2015:5), is defined in a subjective manner. Furthermore, the performance indicator for Human Resources (HR) in the 2018/19 Annual Performance Plan is stated as, "improve HR capacity and management to enable the department to fulfil its mandate" (DCS, 2018a:20), and is also subjective.

The broad problem statement of the study is based on the research philosophy and insights from the introductory literature review above and seeks to find an answer to the question that is defined incrementally in the following manner:

What is the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment?

This research problem is premised on the assumption that organisational design has an impact on organisational effectiveness and information to support this position is available through literature review. It is further assumed that organisational design must have an impact on employee engagement which in turn must have an impact on organisational effectiveness.

Employee engagement, as Blanchard (2007:10) puts it, is a critical aspect of any organisation, and is included in the study as a secondary variable, in that the research seeks to clarify if an effective organisation is a result of engaged employees. The research is deductive and, therefore, assumed this generic impact of organisational design on organisational effectiveness applies into a corrections environment. As result, the research problem is contextualised within a corrections environment as follows:

Understanding the Impact of Organisational Design on Organisational Effectiveness and Employee Engagement in a Corrections Environment

The assumption based on literature review is that organisational design and organisational effectiveness consist of a model which has a number of elements. There is a need to understand if these elements exist in a model and if they are same or universal for every organisational design and organisational effectiveness model. There is another assumption that organisational design has an impact on organisational effectiveness and employee engagement has an impact on organisational effectiveness. This is then contextualised from a generic environment through use of secondary data into a corrections environment through use of primary data.

1.5.1 Research Questions

The following research questions are designed to solicit inputs to the research problem in a manner that builds onto the previous information and knowledge as well as providing an opportunity to consolidate the gathered information such that the research problem is answered holistically in a satisfactory manner.

The following are the research questions for this study:

- **Research question one:** What are the elements of organisational design that form a theoretical model according to the literature review?
- **Research question two:** What are the elements of organisational effectiveness that form a theoretical model according to literature review?
- **Research question three:** Are the elements of the theoretical model of organisational design (generic model), the same as the elements of organisational design in a corrections environment?
- **Research question four:** Are the elements of the theoretical model of organisational effectiveness (generic model), the same as the elements of organisational effectiveness in a corrections environment?
- **Research question five:** Does the theoretical model of organisational design have an impact on the theoretical model of organisational effectiveness?
- **Research question six:** Does the theoretical model of organisational design have an impact on the theoretical model of organisational effectiveness in a corrections environment?

- **Research question seven:** Does organisational design have an impact on employee engagement?
- **Research question eight:** Does employee engagement have an impact on organisational effectiveness?
- **Research question nine:** Can the impact of organisational design on organisational effectiveness be sustained over a three-year period?

1.5.2 The Research Hypotheses

The research questions are supported by hypotheses that enables building on knowledge and information leading to a comprehensive understanding of organisational design, organisational effectiveness and employee engagement in a corrections environment.

The following hypotheses is tested in support of the research questions:

- **Hypothesis one:** Organisational design consists of elements that make it complete as in a model (generic theoretical model).
- **Hypothesis two:** Organisational effectiveness consists of elements that make it complete as in a model (generic theoretical model).
- **Hypothesis three:** Organisational design elements in a corrections environment consists of the same elements as those in a generic organisational design model (generic theoretical model).
- **Hypothesis four:** Organisational effectiveness elements in a corrections environment consists of the same elements as those in a generic organisational effectiveness model (generic theoretical model).
- **Hypothesis five:** The theoretical model of organisational design has an impact on the theoretical model of organisational effectiveness.
- **Hypothesis six:** The theoretical model of organisational design in corrections environment has an impact on the theoretical model of organisational effectiveness in a corrections environment.
- **Hypothesis seven:** Organisational design has an impact on employee engagement.
- **Hypothesis eight:** Employee engagement has an impact on organisational effectiveness.
- **Hypothesis nine:** The impact of organisational design on organisational effectiveness in a corrections environment can be sustained.

The study identifies elements of organisational design, organisational effectiveness and employee engagement, and makes assumptions outlined in Table 1.5.2-1 concerning what the elements of organisational design, organisational effectiveness and employee engagement may look like.

TABLE 1.5.2-1 ELEMENTS OF THEORETICAL MODELS OF ORGANISATIONAL DESIGN, ORGANISATIONAL EFFECTIVENESS AND EMPLOYEE ENGAGEMENT

Independent Variable	Dependant Variable	Secondary Variable
Organisational design	Organisational effectiveness	Employee engagement
Formalisation	Production	Organisational culture
Interaction	Financial numbers	Employee attendance
Centralisation	Business strategy	Discretionary effort
Fit for the industry and organisation	Supply chain	
Operating procedure	Innovation model	
Organisational structure	Knowledge and understanding of the organisational structure (culture)	
Job design	Bureaucracy	
Capability	Execution	
Competency framework	Management	
Job evaluation	Leadership	
Service delivery Model	Technology	
Value chain	Engaged employees	
	Change management	

Table 1.5.2-1 assumes that there is a generic or universal model of organisational design, organisational effectiveness and employee engagement and that this model can be observed through literature review. This generic or universal model is expected to contain elements that could be the same as those detailed in the table 1.5.2-1 above, and as the study unfolds, it should discover if these elements exist, and if they exist, the study seeks to validate if they can be found in a corrections environment.

The theoretical models are identified through a purposive exploratory review of literature. There is acknowledgement that there is a likelihood that elements of theoretical models discovered through literature review can end up being much broader, more robust and differing substantively from the initially conceptualised assumptions in Table 1.5.2-1.

Organisational design is the independent factor and the organisational effectiveness is the dependant factor. The assumption is that organisational design and organisational effectiveness exists in a generic (universal) manner and there is a specific organisational design and organisational effectiveness model of a corrections environment, which consists of same elements as those of a generic (universal) organisational design and organisational effectiveness model. Furthermore the assumption is that organisational design has an impact on organisational effectiveness and employee engagement.

1.6 SIGNIFICANCE OF THE STUDY

Literature review in the corrections environment is conducted to understand the extent to which there is research on the impact of organisational design on organisational effectiveness and employee engagement. Research on the case management and its ability to provide co-ordination of all activities relating to the management of a sentence plan of an offender in a corrections environment exists (Du Preez, 2003:257). Luyt (1999:3) conducted research on unit management which is used as a tool for moving away from militarisation to rehabilitation. In addition, research on transformation of corrections provides details on conditions of detention becoming humane, re-skilling of staff to be professional and human rights taking centre stage (Luyt, 2008:177). Furthermore, Mashabela's (2010:iii) research focuses on the performance of Parole Boards while Matetoa (2012) conducts research on the professional role of correctional officials in the rehabilitation of offenders in that the role of the correctional official has changed from that of being a guard to a rehabilitator who must possess the highest integrity and competence. There is a plethora of research in corrections and most of the studies are on inmates and organisational-related matters focusing on competencies, transformation or other variables. This

study specifically focuses on the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment.

Di Gregorio and Davidson (2003:xiv) conducts a study on South African investment bank through use of quantitative research to establish if there is a relationship between organisational culture and financial performance. In the preliminary literature search, (Hadebe, 2010; Olivier, 2014; Di Gregorio & Davidson, 2003; Maduenyi, Oke & Fadeyi, 2015), demonstrate that there is existence of research on different aspects of organisational design and organisational effectiveness. This study is focused on the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment.

Corrections environment houses inmates from all walks of life who are provided with services that ordinary citizens get in society. The services range from housing, education, health, and life skills. There are programmes of corrections whose aim is to rehabilitate inmates to become law abiding citizens. Provision of such services is evolutionary in nature and is a critical aspect of creating safe communities that can embark on socio-economic activities without fear in South Africa. Making corrections a complex environment. What makes the study of understanding the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment of significance is multifold. The DCS has stated that the organisational structure in corrections is an important aspect of enabling the DCS achieve its strategic objectives (DCS, 2015:36). The White Paper on Corrections promotes an ideal correctional environment through culture and organisational structure (DCS, 2005:51). The National Treasury needs to stabilise public finances while supporting economic growth (National Treasury, 2022:9) Literature review points to important linkages that exist between organisational design, organisational effectiveness, employee engagement and allocation of resources. This makes this study relevant and important to stakeholders such as the DCS, Government, politicians, those in leadership roles, employees, organised labour, NGO's and citizens of South Africa in general. These stakeholders are involved in allocation of resources or influence allocation of resources in DCS, and allocation of resources is a key aspect of organisational design. The aspirations of the National Development Plan (NDP) Vision 2030 are premised on a country that is safe, where people feel safe. Furthermore, the Sustainable Development Goal (SDG)16 of the United Nations,

aspires for a world that has strong institutions by 2030. This study has a potential to materially contribute to understanding how organisational design and organisational effectiveness can assist in achieving some of these aspirations.

Technology has been slowly making way into the lives of society, however COVID-19, which requires social distancing, accelerated uptake of technology, resulting in the world in 2022 being fixated with the Fourth Industrial Revolution (4IR) in form of advanced technology that leans towards digitisation and virtualisation. This creates an opportunity for the study to develop an understanding of the 4IR in order to discover if there are any links with organisational design and organisational effectiveness. The impact of technology as a result of responses to COVID-19 emerges into the forefront in a manner that the study cannot ignore its impact of organisational design and organisational effectiveness.

1.7 DELIMITATIONS OF THE STUDY

This study is focused on the organisational design aspect of the HR discipline which is part of organisational theory. Review of secondary sources of information is not limited to the HR discipline. Disciplines reviewed include Organisational Theory (OT), Public Administration, Business Management, Finance, Operations Management, Economics and Corrections (environment), to name a few.

Corrections environment consists of other disciplines and competencies many of which are competencies of other government departments such as education, health and social development. The focus of the study in corrections is limited to organisational design as far as requirements of administration of corrections in a South African Government environment and does not include core business and other competencies of corrections such as health, education, social services, etc.

Other factors that impact on organisational design or organisational effectiveness in a corrections environment such as facilities and technology, are referred to within the context of organisational design and organisational effectiveness and do not form part of the detailed study. The inmate population does not form part of the study; however, it is included in so far as it has an impact on aspects of organisational design and

organisational effectiveness. (e.g. total number of inmates in relation to total number of officials).

The study is focused on corrections environment. However, the DCS did not grant permission for the primary study, in form of surveys and interviews to be conducted on their premises. The primary data is then collected from volunteers in form of employees that have left the department. Nevertheless, this does not dilute the study in that the interviews conducted are of technical nature focusing on organisational design, organisational effectiveness and employee engagement in general.

The study does not seek opinions of personal issues from ex-employees of the DCS. Furthermore, the study seeks to compare the perceptions of the participants with content of information obtained from the literature. Strategic documents of the department, that are public information are used in triangulating the content of information obtained through primary data from the participants.

The study is longitudinal in nature as it intends to understand the sustainability of the impact of organisational design on organisational effectiveness. The strategy and performance of DCS is managed over a Medium-Term Expenditure Framework (MTEF) of Government which is a three year period. The MTEF is a component of the Medium-Term Strategic Framework (MTSF) of Government which is five years and the current MTSF ends in the 2024. The strategic plan of the department is aligned to the electoral mandate which is aligned to the MTSF. The timeline for the longitudinal study is 2018/19 to 2020/21. The study, therefore, explores strategic planning and reporting documents covering periods from the 2018/19 to 2020/2021 financial years. The literature review considers the DCS Strategic Plan of 2015/16 to 2019/20, with the 2020/21 part of the study found in the strategic plan of 2020 to 2025 (effectively covering two strategic periods of five years each making it a total of ten years of strategic correctional management in South Africa).

1.7.1 Limitations Of The Study

The study is specific to a corrections environment and does not make use of inferential methods. The corrections environment is a security environment. As a result, there are limitations with respect to access to information and physical environments of the

DCS. The research methodology is selected with this consideration in mind. The study factors that the department might not grant approval to conduct field work on its premises. This is mitigated by identification of former employees of the DCS as possible volunteers of information on organisational design, organisational effectiveness and employee engagement within a corrections environment. However, the study does not delve deeply into theories of organisational design, organisational theory, organisational effectiveness and employee engagement. Understanding of these variables is for conceptual purposes as well as obtaining context with the intention to discover existence of models, elements of organisational design, organisational effectiveness and employee engagement. Furthermore the study seeks to find if there is a universal model with elements that makes it complete and if this universal model with elements can be found in a corrections environment. In understanding the impact of organisational design on organisational effectiveness and employee engagement, it emerges that organisational theory is the bedrock of the study or the theoretical framework of the study. Organisational theory is an extraneous variable and influences the relationship between the independent and dependent variable (Kothari, 2004:34), and in the case of the study, it influences the relationship between organisational design and organisational effectiveness. Nair (2024) is of the opinion that when a confounding variable is not properly addressed in a study, it may lead to potential bias and misleading conclusions of the study (Nair, 2024), and this results in organisational theory being included as a confounding variable in the study. Nair (2024) emphasises that a confounding variable has the ability to distort relationships between variables in that it correlates with independent variable and associates with the dependant variable, it has no relation to the research question and yet can create noise in the relationship between variables (Nair, 2024). Organisational theory in the study correlates with organisational design and is associated with organisational effectiveness hence its inclusion as a confounding variable.

1.7.2 Assumptions

There is an assumption that the outcome of the research is expected to be important in providing insight into the impact of organisational design on organisational effectiveness and may create a different perspective on managing challenges of the

organisational structure, which is a contention as stated in the DCS strategic documents (DCS, 2015:36).

The assumption is that organisational design has an impact on organisational effectiveness, organisational design has an impact on employee engagement and employee engagement has an impact on organisational effectiveness in a corrections environment. The study is such that if it is repeated in another corrections environment, making use of same literature review and methodology, with similar circumstances the result will be the same.

1.8 RESEARCH CONTRIBUTION

There are various strategies in the corrections environment that promote effective organisational design, organisational effectiveness and employee engagement. These are strategic plans, annual performance plans, annual reports and the White Paper on Corrections, to name a few. Corrections are key to maintaining peace and stability in South Africa. Corrections in South Africa is not punitive but rehabilitative in nature. This places immense responsibility on the DCS to engage on strategies that rehabilitate with intention to return inmates back to society. These strategies are resource intensive and therefore require strategies that assist in efficient allocation of resources and the assumption that has been observed in the preliminary literature above is that organisational design may assist with the allocation of resources.

The following paragraphs describe areas where the study has a potential to assist with the allocation of resources through understanding the impact of organisational design on organisational effectiveness and employee engagement. These areas are in the form of specific legislation, strategies and policies of Government and need to be resourced in corrections in order for the corrections aspect to be achieved.

1.8.1 The Correctional Services Act 111 Of 1998

The Correctional Services Act 111 of 1998, Chapter 3 (2) (b) gives the department a mandate to be self-sufficient and be run in line with business principles, in addition

Chapter 3 (5) (a) requires the National Commissioner of Correctional Services to determine the number of fixed post establishment of the department and the grading of posts (DCS, 1998). The White Paper on Corrections and the White Paper on Remand detention discussed below seek to promote achievement of the spirit of the Correctional Services Act, 111 of 1998 as amended.

1.8.2 The White Paper On Corrections And The White Paper On Remand Detention

Chapter eight of the White Paper on Corrections, written by DCS (2005:51) talks about an organisational structure and human resource requirements that are aligned with other government departments as well as providing for characteristic of an ideal correctional environment. The White Paper on Corrections DCS, (2005:51) sees the goal of delivering a crime free society being a result of collaboration across government departments and society at large. The White Paper on Corrections, DCS (2005:54-55) asserts that moving away from a paramilitary prison to a correctional centre that rehabilitates requires a different organisational culture, processes and systems. The White Paper on Corrections is supported by the White Paper on Remand Detention, which has the same principles as that of the White Paper on Corrections but focuses on Remand Detainees (DCS, 2014:8-10). This study is expected to provide insight on organisational design, organisational effectiveness and employee engagement which may lead to understanding the levers that need to be manipulated in order to achieve the aspirations of the White Paper on Corrections and the White Paper on Remand Detention. The DCS in 2018, develops a long term strategy to address various challenges of the department in a manner that ensures delivery of its mandate. This strategy is discussed in the following paragraph.

1.8.3 DCS Strategic Planning Report On Shaping The Future Of Corrections

The strategic planning report for the 50-year strategy developed eight strategic objectives to shape the future of corrections. These strategic objectives include, improving organisational efficiency and self-sustaining corrections, secure and cost-effective facilities, and optimal, integrated smart technology to enhance security

systems and service delivery (DCS, 2018b:10). This study explores understanding the impact of organisational design on organisational effectiveness, providing a prospect of contributing towards the DCS 50-year strategy through organisational design and organisational effectiveness. The DCS planning cycle is linked to that of government as stated above. The following section discusses the DCS strategic planning documents to contextualise these within the study.

1.8.4 The DCS Strategic Planning Documents

The strategy of the DCS for 2015 to 2020 financial years, is to improve the overall performance rating of the department and ensuring the department has a fully capacitated structure and systems that support the business of the organisation through integrated planning, financial information, communication, and technology systems (DCS, 2015:30). Strategic planning documents of the DCS allude to achievement of various programmes and strategies. Understanding the impact of organisational design on organisational effectiveness and employee engagement should contribute towards insight on how resources can be allocated in a manner that provides for efficiencies in the achievement of these strategies and programmes. The department is required by the DPSA to develop a Service Delivery Improvement Plan (SDIP) which explains how the department provides its services. This SDIP is explained in the following paragraph.

1.8.5 DCS Service Delivery Improvement Plan

The Service Delivery Improvement Plan DCS (2020b:12) stipulates that corrections have a dual purpose as follows:

- “The purpose of the correctional system is to enforce sentences of the courts in a manner prescribed by the Correctional Services Act 111 of 1998 as amended, detain all inmates in safe custody whilst ensuring their human dignity, promote social responsibility and human development of all sentenced offenders (DCS, 2020b:12).”

- “The purpose of the department is to fulfil the purpose of the correctional system in terms of the Correctional Services Act 111 of 1998 as amended, as far as practicable be self-sufficient, operate according to the business principles, perform all work necessary for its effective management and manage remand detainees (DCS, 2020b:12).”

The SDIP document provides details on how the five year strategy will be executed. Included in this document is a situational analysis and a list of services provided by the department.

This study has a potential to provide knowledge that can assist the SDIP in the determination of resources required to support the execution of the strategy. The strategy and SDIP, are used in the development of an Annual Performance Plan which determines delivery of various programmes and initiatives. The following section discusses the DCS Annual Performance Plan.

1.8.6 DCS Annual Performance Plan

The Minister of Correctional Services, Ronald O Lamola, in the 2020/21 Annual Performance Plan, addresses a number of issues that seem to be important for the department, some of which are as follows:

- The need to ensure the department focuses on high impact actions that are a catalyst in speeding service delivery as stated by the President Cyril Ramaphosa in his State of the Nation Address of 2021;
- For the DCS to move to district development model, which means servicing 44 districts, 226 local municipalities and 8 Metropolitan municipalities; and
- Development and implementation of a Master Information Systems Security Plan (DCS, 2020c:6-9).

In the event that the outcome of this study points out that organisational design enables allocation of resources in a manner that results in organisational effectiveness, it, therefore, has a potential to contribute towards achievement of the aspirations of the annual performance plans as stated above. The DCS needs funds to implement its programmes of actions described in its strategy documents, SDIP and

APP's. This funding is obtained from the National Treasury and the following paragraph describes its role.

1.8.7 National Treasury

The National Treasury is accountable for ensuring the country's finances are managed in a sound, transparent manner, supported by accountable economic and efficient use of finances. The National Treasury executes its mandate through the Division of Revenue Act (DORA) and the Public Finance Management Act 1 of 1999 (PFMA) (Chapter 2) (National Treasury, 2020). The study has the potential to assist with transparent management of financial resources if organisational design has the ability to enable efficient allocation of resources. The DCS needs to account to the National Treasury on how it will spend its funding as well as how it has spent this funding. In addition to accounting to National Treasury for its funding, the DCS has to comply with the objectives of the DPSA which are described below.

1.8.8 Department Of Public Service And Administration

The DPSA has a number of strategic objectives for the 2020 to 2024 MTSF. One of the focus areas of the former Minister of Public Service Administration, Senzo Mchunu, was to implement measures that enable running public administration operations in an effective, efficient, and cost-effective manner as well as ensuring that services delivered to citizens are value for money (Department of Public Service and Administration (DPSA, 2020b:ii). Accordingly, this study has the potential to assist understand how organisational design can assist in ensuring effective, efficient and cost effective government departments. Effective, efficient and cost effective government departments can contribute towards achieving the aspirations of the National Development Plan Vision 2030 as described below.

1.8.9 National Development Plan Vision 2030

The aspirations of the National Development Plan (NDP) Vision 2030 are to eliminate poverty, reduce inequality and grow the economy in an inclusive manner, through a capable state and partnerships with society at large. The requirements are that the economy must grow faster than the population growth in ways that benefits all South Africans (National Planning Commission, 2011:24-25). Moreover, the study has the potential to contribute to allocation of resources through organisational design if this is confirmed, leading to effective management of resources and a chance to contribute to the achievement of the NDP Vision 2030. The NDP Vision 2030 is in alignment with the aspirations of the United Nations Sustainable Development Goals 2030 and is discussed in the paragraphs below.

1.8.10 United Nations Sustainable Development Goals 2030

On 25 October 2015, the United Nations General Assembly adopted a resolution to transform the world by 2030, through the Agenda for Sustainable Development Goals (SDG's). The adoption meant that all countries and stakeholders collaborate and unite in eradicating the tyranny of poverty from the human race, and to secure and heal the planet. As a result, 17 sustainable goals and 169 targets were adopted to demonstrate the scale of ambition of the United Nations General Assembly. SDG 16, requires *promotion of peaceful societies for sustainable development, providing access to justice for all, and building effective accountable and inclusive institutions at all levels* (United Nations, 2015a). Organisations are tools used for economic activities that provide livelihoods and improve the quality of life in societies. Understanding the contribution of organisational design on SDG's may lead to better choice or better implementation of strategies and programmes of institutions. In addition to the SDG's the DCS has to support the implementation of the Africa Vision 2063 whose aims are described in the paragraph below.

1.8.11 Africa Vision 2063

The Africa Vision 2063 aims to ensure that by the year 2063, all African countries will be performing among the best in global quality with respect to life measures, inclusive growth, investments in science, technology, empowerment of youth, gender equality, and provisioning of basic services in form of health, education, nutrition, water, sanitation, and shelter. This vision aims to have Africa's collective gross domestic product (GDP) to be proportionate to its share of population and resources in relation to the world (African Union, 2015b:3). Contributions of the study to the Africa Vision 2063 are similar to those stated for the NDP Vision 2030 and SDG's. Technology emerges as part of the aspects of the environment of the study and the following paragraphs discusses the possible contribution of the study to technology.

1.8.12 Technology And The Fourth Industrial Revolution

The Third Industrial Revolution (3IR), according to Galbraith (2012:3), influences organisational design and enables the implementation of technology such as three-dimensional printers and cloud-based software that is loaded directly to product designs as well as digital devices that improve economies of scale, eliminate supply chains and provide for ease of customisation. The fourth industrial revolution brings dynamics of artificial intelligence (AI) and virtual worlds never experienced before. This study is on "understanding the impact of organisational design on organisational effectiveness and employee engagement" is timely, factoring that the move to 4IR is fast tracked by the impact of COVID-19. There is a necessity to understand which levers exist in organisational design that when manipulated have a potential to enable understanding of organisational effectiveness in a manner that adds value in designing 4IR ready organisations. COVID-19 emerges as a black swan event during the study and changes the world from how it is known and understood before its time. COVID-19 is discussed in the paragraph below.

1.8.13 COVID-19 And Pandemics

COVID-19 pandemic is an infectious disease that causes severe acute respiratory syndrome (SARS-Cov-2) virus. It was first detected in December 2019, in the province

of Wuhan in China and quickly spread to all countries of the world causing a complete shutdown of social activities and economies (World Health Organisation, n.d.) The impact of pandemics such as COVID-19 in economies created material structural changes in the way how people live and work, and the study has potential to contribute to the manner in which organisational design can contribute in the stabilisation of resources during and post pandemics.

1.9 UNEXPECTED CHALLENGES

The impact of COVID-19 in 2020 meant that most people worked from home and the organisational flow of information was disturbed. This is the time that the application for ethics clearance for the study was submitted to the DCS and people were working from home and normal processing systems were disrupted resulting in delays in the communication. The DCS declined authorisation for the primary research to be conducted in their organisation. The challenges of the new sample of ex-employees of the department meant that the population changed from being the MMS and SMS members of DCS to become the gross list of respondents. This gross list ends with 50 ex-employees of the department and a few current employees who were close to retirement. This is a result of the snowballing sampling approach. The participants to the interviews are from this population group. UNICEF (2014:8) encourages researchers to increase participation to mitigate against such challenges, and encourages continuous analysis on the impact of the fall out on the overall study and determining if there is a trend of those willing to participate and those not willing to participate. Furthermore, to address issues that may be impacting on the non-participation through honest transparent in-depth discussions about the study. The researcher should also consider collecting information from several sources (UNICEF, 2014:8).

The exploratory nature of the study creates challenges with the sample size of the secondary data as well as containment of unlimited data and information options that emerge with the progression of the study. The delimitation of information to be collected and saturation of information are used to mitigate against indiscriminate collection of secondary data (UNICEF, 2014:8).

1.10 SUMMARY

This chapter introduces the study. There is introductory literature review that provides a compass for formative literature. This introductory literature shapes the research philosophy, research problem, research hypotheses and the research questions which are discussed in this chapter. Details of the significance and limitations of the study are provided including the research contribution and unexpected challenges. The following chapter looks at the historical, philosophical and theoretical approach to organisational design, organisational effectiveness and employee engagement. Furthermore, literature on organisational theory as a confounding variable is included in the review as it is relevant to the organisational design, organisational effectiveness and employee engagement matters.

CHAPTER TWO: THE HISTORICAL PHILOSOPHICAL AND THEORETICAL APPROACH TO ORGANISATIONAL DESIGN, ORGANISATIONAL EFFECTIVENESS, AND EMPLOYEE ENGAGEMENT

2.1 INTRODUCTION AND BACKGROUND

This chapter provides depth and breadth of understanding organisational theory, organisational design, organisational effectiveness, and employee engagement from based on literature review. It provides the study with a deeper understanding of theoretical concepts in support of the ontology and epistemology of the researcher as well as a foundation for building content to use to understand responses to the research questions, hypotheses and data analysis. Moreover, this chapter provides perspective on the history and philosophy of organisational theory, organisational design, organisational effectiveness and employee engagement. These are the main variables that bring content and context into the research in a positivist approach. Furthermore, the literature review provides the foundation for a pragmatic axiology into the study.

2.2 PHILOSOPHY OF AN ORGANISATION

Margolis (2022) describes five Ps of organisational philosophy as Purpose, Philosophy, Priorities, Practices (Internal and External), and Projections. The philosophy of an organisation is similar to the character or traits of an organisation, and in some instances, it takes its shape or form from its founder, as in Steve Jobs the founder of Apple whose quest for perfection and desire for simplicity are influenced by his upbringing and the Zen training. Furthermore the philosophy of an organisation rarely changes (Margolis, 2022).

2.3 DEFINITION OF ORGANISATIONAL DESIGN

The definition of organisational design provides context in the study of organisational design. It ensures that literature review on the variable is supported by appropriate concepts. The Centre for Organisational Design believes organisational design to be a structured approach to identifying areas of improvement in an organisation and adjusting workflows, procedures, structures and systems to address the gaps. Furthermore, organisational design enables achievement of goals of an organisation through a structured process. It integrates people, core business processes, technology, and systems, ensuring that the strategy meets the challenges of business realities as well as enabling collective efforts to yield the required outcomes (Allen, 2012). Organisational design is the alignment of strategy, structure, processes, rewards and people practices to create an effective organisation capable of achieving its strategy (Akpan & Nsien, 2017:824).

An organisation comes into existence for a particular purpose and has clearly defined boundaries, roles, responsibilities, and desired outcomes. Setting out terms and conditions of existence and engagement that are coherent and focused on a particular outcome is said to be achieved through organisational design. This results in an organisational structure that is in a pictorial form and depicts distributions of powers and reporting relationships (Akpan & Nsien, 2017:825). The latter authors believe that organisational design is much broader than the structural consideration, as many structures can be made to function. The most critical aspect is that organisational design is in support of the strategy.

Organisational design attempts to balance the divergent interests of various stakeholders with respect to resources within the organisation, as well as inconsistent human behaviour, therefore, requiring co-ordination (Garcia & Ramirez, 2010:364). Alter (2010:6-11) studies Organisational Design Engineering (ODE), where there is an assumption that general problem solving can be executed through description and creation of systems within which an organisation operates by integrating social science and computer science, formal knowledge, informal knowledge from business and Information Technology (IT).

Ruffini, Boer and Van Riemsdijk (2000:871-872) contend that structure evolves from decisions made by a dominant coalition than a single decision maker during organisational design. Moreover, this dominant coalition (determinists) group of

management use a paradigm to argue and defend their positions resulting in a debate between the deaf (the decision makers not listening to each other, whilst maintaining their position). Proponents of determinism believe in one best organisational design and extend the body of knowledge between context, structure and effectiveness. Furthermore, decision-making process affects the design choice, and determinists (dominant coalition) are interested in the outcome and not the process of organisational design. Determinists research questions are quantitative in nature and focus on laws that determine organisational structure (Ruffini et al, 2000:871-872).

Maureen and Angela (2010:6-11) suggests that there are different forms of organisational design methods. What determines the organisational design in an organisation is the type of power and control and where such control and power lies. The design, once complete, is depicted in a structure commonly called an organisational chart or organisational structure. The organisational chart or structure may depict geographic position, nature of the structure, layers of roles and responsibilities levels of authority, and reporting lines (Maureen & Angela, 2010:6-11). Increased efficiency in organisations is achieved by redesigned organisational structures accompanied by management practices and the CEO's number one job is to ensure that an organisation is designed correctly (Daft, 2010b:13, 27).

Onday (2016:38935) argues that organisational design is a complex difficult subject matter with many abstractions that have to be confronted at the same time; it relies on sciences, humanities and arts, requiring a multi-disciplinary approach. Therefore, organisation design challenges the intellect and the latter goes further to list 32 organisational theories emanating from the year, 1900 starting with the Bureaucracy Model of Max Weber in 1922 to Scott's Rational Natural Open systems of 1998. Organisational design, according to Allen (2012), Ruffini et al, (2000), Alter (2010) and Garcia Ramirez (2010), has many facets. However, achievement of organisational goals through roles, responsibility, alignment of systems, practices and resources is the common message that comes through these and most scholars.

2.4 HISTORY OF ORGANISATIONAL DESIGN

The history of organisational design provides insight on how organisational design has evolved. Practices of administering, managing and leading modern-day organisations is not necessarily new. It has originated in antiquity with the last century being a period of innovation and evolution of organisational theory. Scholars and scientists have been pre-occupied with the evolution of organisational design, and this pre-occupation will continue as long as human beings continue to live and evolve (Onday, 2016:38935).

The practice of allocating roles and responsibilities, as what is entailed in organisational design, is tracked back to the days of Moses in the Christian Bible, in Exodus 18:17-27 when Jethro, the father-in-law of Moses divided the Jews into groups of 10, 50, 100, 1000 and allocated them jobs, with roles and responsibilities together with their manager (Pindur, Rogers, & Kim, 1995). Onday (2016:38935) points out that the Sumerians were the first to develop a science of business management, they record practices around supervision and division of labour as early as 5000 BC, wherein King Nebuchadnezzar required weekly, annual reports as well as production norms on the produce from his hanging gardens that were managed through colour coding (Onday, 2016:38935). Socrates who was born in 470 BCE and died 399 BCE, believed that technical knowledge and experience was different from the skill of management (Onday, 2016:38395).

The existence of the Zulus is formally recognised around 1589 with their movements and history documented up to and beyond the time of the King Shaka. (Krige, 1965:5). The Zulu tribe of Southern Africa is known to have a culture that has specific rules including how a village is organised. There is clarity of where the hut of the head of the kraal should be, the first wife, the boys, the gate keepers, night watchman, including the place where cattle and goats should be positioned (Krige, 1965:42-43). Shaka comes into power in 1816 to 1828, at the time, the military style of the Zulu culture which had many rules and responsibilities, sees a period of enhanced rules and organisation by Shaka, resulting in restructuring of the army and formation of specific regiments which made the Zulu tribe stronger, and went on to win many battles in Southern Africa (Krige, 1965:42-43).

The history of Zulu's organising is similar to that of the Roman Empire which was also good at organising their military and went on to conquer many lands resulting in successful administrators being sent to foreign lands further from the Roman Empire.

These administrators are said to have been good at communication and relationship building (Onday, 2016:38395).

Between 1900 and 1930, organisations were viewed as closed bureaucratic organisations that consisted of rational systems and their objectives were achieved through rationale and bureaucratic methods with people seen as rational to a point of being almost mechanical (Carus, 2011:1-11). In pursuit of principles of scientific management or task management, Taylor (1919) believed that scientific management entailed planning and documentation in advance of tasks a worker had to achieve in a joint effort with other employees. This planning includes how the task should be done, the amount of time it takes to do the work and the resulting outcomes (division of labour). In efficient scientific management, the manager gathers previous knowledge of an organisation together with other relevant knowledge, they tabulate this into rules and laws and defining work in a manner that enables the employee to have sufficient work to keep them motivated and performing effectively to the benefit of both the employee and the organisation (Taylor, 1919:36-39). Furthermore, Carus (2011:1-11) states that following from the 1930s to 1970s, there was what is termed natural systems that focus on organisations as a collection of people who implement collective activities to achieve the shared common objectives. This led to a number of publications with concepts on leadership, culture, motivation, and teamwork (Carus, 2011:2). The simple organisational design era from 1940s was influenced by Frederik Taylor and entailed breaking down of portions of work into distinct tasks that are delegated to workers. The 1950s see complex organisational design with people seen as having bounded rationality, being able to approach complex situations within certain boundaries, therefore, creating some form of rigidity (Design Council, 2022). The law of requisite variety is introduced by Ashby in 1956, and is derived from the law of cybernetics. It postulates that an enterprise must increase the number of units within it to match the number and variety of stakeholders within its environment. The concept of open systems and organic models begins to be recognised in the 1960s with management of global markets and the associated complexity enhancing the open systems, and influencing managers to focus on leading their teams, understanding their environmental domain and ensuring that opportunities that are in the organisations value network are realised (Carus, 2011:2). Galbraith believes that organisational design was first shaped by the works of Chandlers in 1962, wherein it

is stated that structure follows strategy. Chandlers' process entailed concatenation in that as strategies are added, they create complexity into the structure and interdependency grows (Galbraith, 2012:3)

The 1970s see dynamic organisational design, wherein organisational design is seen as a reflective practice which reflects on how people change over time, the idea of ongoing learning and reflection draws on evolutionary nature of existence (Design Council, 2022).

Onday (2016), Carus (2011) and Galbraith's (2012) perceptions can be summarised by stating that organisational design has evolved over the years. However, its purpose remains the same in that it is about organisation of resources to achieve strategic objectives of organisations. Galbraith (2012:3) thinks that there will be no change in the look of strategic organisations of the future in comparison to those of the past with the only differentiator being the number of dimensions to be managed in an organisation which will keep increasing.

From the definition of organisational design, the environment appears to be an integral part of organisational design and is part of organisational theory which is discussed paragraphs below.

2.5 ORGANISATIONAL THEORY AND HISTORY OF ORGANISATIONAL THEORY

Organisational theory as stated before is an extraneous variable that influences both organisational design and organisational effectiveness.. It provides foundational philosophies, theories and disciplines that make up for the environments in organisations. Organisational theory has a potential to materially influence organisational design, organisational effectiveness and employee engagement. The following section provides understanding of organisational theory and its history.

2.5.1 What Is Organisational Theory

A large body of scholarly work that is multi-disciplinary and focuses on understanding organisations is called “Organisational Theory.” The latter makes use of disciplines such as Economics, Sociology and Business Management and is concerned mainly with the organisational structure and survival of an organisation regardless of the organisation being in the private, public sector or not for profit. Furthermore, organisational theory is studied in many contexts and focuses on how organisational structure impacts on organisational performance (Foster, 2016). Organisational theory explains the impact of relationships within the organisations as well as its environment and enables the ability to assess if these relationships lead to the achievement of organisational goals (Oyibo & Gabriel, 2020:221).

Organisational theory is an provides the a guiding philosophy which helps in the determination of patterns and irregularities. Organisational theory provides a context for descriptions of philosophy that guides choices of actions and behaviour. Organisational theory does not place emphasis on facts as much as it does on the functioning of an organisation and general patterns that emerge from the organisation, with “insights from organisational design research” being used to strengthen an organisation and improve the quality of life of an organisation. It involves understanding of issues such as how internal conflict is managed, coping with bureaucracy, the size of an organisation as well as issues resulting from ethical lapses (Daft, 2010b: 7-10).

Organisations are stable environments consisting of employee activities, resources and rewards, that together constitute organisational behaviour. Organisational theory reflects how an organisation interacts with its formal internal factors, and informal, external factors including legal aspects of the environment. Public organisations do not have the flexibility to adjust to changes in their environment and rely on an established culture, rules and defined conventions as part of their organisational theory (Christensen, Laegreid, Roness & Rovic (Christensen et al), 2007: 9-10).

Organisational theory of public organisations is different from that of private sector in that the public sector has too many functions, many stakeholders, the leadership is elected into office, have competing and conflicting demands which are executed in an environment of heavy influence, judgement and rules. Hence, there is short-sightedness in focusing on economy and efficiency when it comes to public

organisation. Furthermore, it is impossible to understand organisational theory in the public sector without analysing the impact of national politics and administrative systems (Christensen et al, 2007:1-4). DCS is a public sector organisation with organisational theory similar to the one stated above thus emphasising the importance of organisational theory in the study. The following paragraphs discuss the history of organisational theory and various organisational theories, thus providing insight context of organisational theory in general This context is used in later in the study.

2.5.2 History Of Organisational Theory

The Pre-Classical Era of organisational theory is dominated by scholars such as Robert Owen between 1771 and 1858, known for advocating for improved working conditions of employees, and Adam Smith, between 1723 to 1790, with the division of labour and specialisation as a means of productivity. These two pioneers, Owen and Smith's ideas are supported by Charles Babbage between 1792 and 1871 in that Babbage supports the notion of specialisation as well as advocating for profit sharing to improve productivity which is aligned to Owen on improved conditions of employees (Oyibo & Gabriel, 2020:222).

The Classical organisational theory is said to have emerged in the 1930s as the tradition of organisations and is still relevant today. This era was influenced by the introduction of machinery and explosion of factory-related work and workers requiring innovative means of managing businesses. The classical theory emerged with three schools of thought, namely, bureaucratic management, which is about division of labour with clear rules and hierarchy, administrative management which entails transmission of information across the organisation and scientific management which is the best way to undertake a piece of work (Oyibo & Gabriel, 2020:222). The classical organisational theory postulates an understanding that administration is common for structural concept and its applicability with common philosophies that are used for the smooth operation of an organisation (Oyibo & Gabriel, 2020:221). The classical theory focuses on the organisational structure and does not consider if a structure is more effective than others, it ignores the decision-making process and human behaviour. Furthermore, its notion that an organisation is a closed system is unrealistic (Oyibo & Gabriel, 2020:225).

The Neo-Classical organisational theory drives human relations, and the human behaviour on the job becomes central. Included in this theory are style of leadership, working conditions and employee output. The Neo-classical theory further recognises an organisation as a social system with formal and informal integrating parts as well as influence from internal and external environments. Elton Mayo, in 1924, conducted studies termed the Hawthorne studies, which looked at the relationship between the employee output and organisational environment, this resulted in Elton Mayo being the pioneer of the Neo-Classical theory (Oyibo & Gabriel, 2020:225).

The Modern organisational theory integrates other theories and relies on empirical research data and conceptual analysis. This theory considers an organisation as a sub-system of other systems with which it interrelates (Oyibo & Gabriel, 2020:9). The modern theory is based on the thought that an organisation has to synchronise with its environment and needs to have a systems approach and a contingency approach (Ferdous, 2017:2).

Management theory, an aspect of organisational theory, began with classical management, between the 19th and 20th century. Ideas to manage work and increase productivity is preceded by work that is performed at a larger scale with larger numbers of work, resulting in the need for organisations which are well oiled machines with hierarchy and bureaucracy (Daft, 2010b:23). Oyibo and Gabriel (2020:47) believe the origins of organisational theory can be traced back to 1937 with the research on “Notes the Theory of Organisation” by Gulicks and this research states that the study on organisational effectiveness declined in the 1950s, with the concept evolving over time owing to the fluid nature of organisational environments.

The study identifies a number of organisational design theories that can be traced as far back as the 18th century. These theories are premised on different principles, some of which are similar. Table 2.5.2-1 is a list of some of these organisational theories.

TABLE 2.5.2-1: LIST OF ORGANISATIONAL THEORIES

	Name of Organisational Theory and Period	Overview of the Theory

1	Division of Labour (1776)	Adam Smith makes division of labour of value owing to specialisation that produces skill dexterity as well as savings resulting from not only changing from one task to another but specialisation and application of machines to work done by human beings (Smith, 2003:9-16).
2	Scientific Management Theory by W F Taylor (1911)	The quality of the workplace is dependent on the quality of employees. Scientific management then focuses on scientific methods used to select the quality of people to work in organisations. Furthermore, managers need to understand organisations in a scientific manner, doing away with rule of thumb, determining how work is done in the form of work study, job analysis, performance and work design (Turan, 2015:1102-1103.) Scientific management is in pursuit of contemporary organisational methods that are perceived to be effective. It involves recalibration of minds of people to make them mentally and physically productive to achieve effectiveness (Daft, 2010b:23).
3	Bureaucratic management theory also Max Weber's Bureaucratic Model (1920)	Max Weber wrote on creation of wealth through authority of power and rationalisation and went on to study bureaucracy which means that administration is guided by rules, regulations and strict adherence to protocols, therefore, making organisations effective and efficient as well as guarding against corruption. Furthermore, Weber identifies principles of bureaucracy as authority and hierarchy, formal rules and regulations, impersonality, career orientation, division of labour, and formal selection process. It enables handling of complex administration within large organisations (Sridharan, 2022a).
4	Administrative Theory by Henry Fayol (1925)	Administrative Theory places emphasis on rationality and depersonalisation of organisations through clearly defined responsibility and authority including record keeping and formal application of rules. This is similar to management theory which places emphasis on designing rational organisations that are supported by record keeping and has clarity of roles, responsibility as well as accountability. This is influenced by the modern management practice (Daft, 2010b:25).
5	Classical or Traditional Theory (1930's)	Classical or Traditional Theory is about coordination of work, dividing tasks that achieve organisational goals into roles and responsibilities and authority according to departments. It is premised on one best way to organising through use of systematic and scientific inquiry. Classical Theory is seen as rigid, ignoring human factors and regards that organisations are of a "universally accepted scientific principles" (Onday, 2016:22).
6	Human Relations or Neo-Classical Theory (1930's)	Neo-classical theories emphasise the human factor as well as humanising management, and include psychology, sociology and other disciplines in these theories. (Yang et al, 2013:4471-4472). The Human Relations theory believes organisations exist to serve humans and not the other way round and the fit between organisations and humans must always be at equilibrium (Onday, 2016:27).
7	Hawthorne Study by Elton Mayo (1933)	Hawthorne study is based on the study of employees and believes that improved productivity is a result of positive treatment of employees that results in motivated employees (Harvard Business Review, n.d.)
8	Management Science Approach (World War II) (1940s and 1950s)	The Management Science approach is also known as quantitative and makes use of mathematical models to analyse constraints, feasibilities and associated costs to solve problems. It was developed to solve solutions during World War II (Chron, 2020).
9	Systems Theory (1950s)	Systems theory considers organisations as a composition of many subsystems that are not related to each other but consists of being part of the whole. The theory was formalised by Ludwig Bertalanffy in the 1950s and sees organisations as a network of people, processes, systems, other activities internal and external to the environment the organisation operates in. Furthermore the theory considers the inputs, transformation and outputs model to be an integral part of the systems theory (Sridharan, 2022b).

10	Traditional Organisational Theory McGregor's Theory X and Theory Y (1957)	Theory X, and Theory Y is about two views of employees where, in Theory X an employee is said to display negative characteristics of not wanting to work and must be persuaded or threatened to do their work and Theory Y is an employee who displays positive characteristics, is self-directed and sincere to the organisation (Management Study Guide, n.d.). Conversely, Theory Z is about the need to help workers become generalists through job rotation and ongoing development resulting in slower promotions and a dedicated workforce (E R Services, n.d.). Theory W of Boehm pertains to successful project management, where it is believed that planning the flight, flying the plan and managing risks leads to success (Association for Machinery, Digital Library, n.d.).
11	Open Systems Theory (Approach) (1950s to 1960s)	This approach looks at the organisation as a total system that is made up of interdependent items that make up a whole and each item has an impact on other items that make up the whole. The social system and the technical are integrated in the organisational design process (Daft, 2010b:284).
12	Contingency Theory by Fiedler (1967)	The environment in which an organisation operates determines how it exists and develops itself and there is no organisational structure that is appropriate for all organisations and organisations are supposed to be able to tackle unexpected challenges from the environment in a manner that ensures they bounce back, survive and are sustainable (Huy & Phuc, 2022:2,4).
13	Contemporary Designs (1970s)	Contemporary design is supported by the chaos theory and is about relationships that are non-linear, divergent, have numerous interconnections and unintended consequences making the whole situation unpredictable. It views organisations as natural systems capable of rapid change and confusion than well-oiled machines. (Daft, 2010b:30). The 1970s sees the move from models that look at regular and stable environment to models that look at unstable, complex and unexplainable through use of properties of mathematics (Thietart & Forges, 1995:20).
14	Wieck's Model of Organising (1970s)	Weick's view of philosophy is that of organising and sees an organisation as a flexible conceptual model and not as a fixed structure as in other theories. Weick considers an organisation as a mental construct that only exists in the concerned individuals' heads as the praxis that generates processes that create the concept of the organisation (Langenberg & Wesseling, 2016:223).
15	Decision Making Theory (1977)	Decision Making Theory is supported by many models, ranging from rational model, bounded rationality, incrementalist view, and organisational procedures view, to name a few (Turpin & Marais, 2004:144-145) There is a belief that decisions of an organisation are rational, based on intelligence, design, and choice as well as being subject to review, Turpin and Marais (2004:158) conclude that in attempts to have an improved rational, decision-making process, there could be support for an approach that assumes humans are competent decision-makers. However, humans are influenced by personal styles and agendas. According to Daft (2010b:462), there are four decision-making processes, namely, the Carnegie Model, the Management Science Approach, the Garbage Can Model and the Incremental Decision Model.

Ruffini et al. (2000) studied 27 case studies to establish relationships between organisational design and performance and such could not be explained using organisational theory. Their hypothesis was that there is a one on one relationship between intern and external fit and success, in addition this hypothesis was widely

accepted in organisational theory (Ruffini et al (2000:860). They make use of the term organisational design theory and organisational theory within the same context and further elaborate on how organisational theory could not be of assistance in filling the gaps of operations management in organisational design of production systems.

The organisational theories stated in table 2.5.2-1 are philosophies and theories that exist within organisational design. Included in Organisational theory are various disciplines and the following section provides a discussion on these disciplines and related fields of study.

2.6 DISCIPLINES IN ORGANISATIONAL THEORY AND RELATED FIELDS OF STUDY

Organisational theory relates to various factors and disciplines that an organisation needs to engage with in order to achieve its reason for existence. It is a large body of scholarly work that focuses on understanding organisations with most of the work written by scholars in different disciplines such as sociology, economics and business management to name a few (Forster, 2024). This section on disciplines of organisational design and related fields of study, provides basic understanding of disciplines and related fields of study found in organisational theory to provide context in the analysis of the impact of organisational design on organisational effectiveness and employee engagement.

2.6.1 Sociology

Sociology dates back 150 years ago and is concerned with the study of relationship dynamics of societies (University of Arkansas (UA) Little Rock, 2022). “Karl Marx, (1818-1883), Emile Durkheim (1858-1917) and Max Webber (1864-1920)” are known to be the early contributors of sociology, though there is a larger group of contributors to the understanding of sociology as well as the world in general (Royce, 2015:1). Sociology is a study of social life and human behaviour; it systematically and objectively points out why people are who they are and behave the manner in which they do (Abumere, 2013). In addition, Psychology and Sociology are studies of human

behaviour, the difference between the two, is that psychology is about an individual and sociology is about collective habits and behaviours (SimplySociology, 2022).

2.6.2 Finance Discipline

The finance discipline is about financial management and includes the process of planning, organising, controlling and directing financial activities of an organisation in a manner that achieves strategic objectives. The finance discipline includes development of objectives, programmes, policies, procedures and budgets that are needed for an organisation to meet its financial obligations, invest and expand as well as long-term survival of a company. It provides certainty in the changing markets and trends (Grozdanovska, Bojkovska & Jankulovski, 2017).

2.6.3 Public Administration

Public Administration is concerned with development of policies of government, and non-profit organisations. It employs tools of management such as planning, organising and controlling of initiatives that achieve policy objectives and are generally not profit-driven (Mancosa, 2019). Public Administration includes implementation of policies and procedures developed through public organisations.

2.6.4 Related Fields Of Study

Included in disciplines of organisational theory, are related fields of study that do not fall into academic disciplines and are related to this research. These are included in this section for completeness in gathering data that is relevant to the study.

2.6.4.1 The Strategic Human Resources Discipline

Strategic Human Resource (HR) discipline entails developing an organisations capability and deployment of resources in a manner that effectively responds to the internal and external environment. Human resources is the main function relied on to provide a pool of resources that enable execution of the business strategy. Furthermore, HR is responsible for developing processes, procedures, including shaping the culture of an organisation in a manner that achieves the intention of the vision, mission and strategic objectives of an organisation (Bahunguna & Kumari, 2008:3).

The field of Strategic Human Resources Management relates to HR practices such as training and development, information sharing, custodian of employee development and promotion of employees from within an organisation leading to increased productivity and profitability. There is no general consensus on which aspects of strategic human resources management contributes to increased productivity and profitability (Tamer, Singh & Fattah, 2013:2).

2.6.4.2 Operations Management

Ruffini et al (2000:862-870) are of the opinion that operations management is key to creation of products and services, through implementation of decisions of the organisation on resources, design, people and culture to name a few. Operations management is about implementing standards through process planning, capacity planning, inventory management, scheduling, quality, maintenance and concepts related to activities such as TQM, JIT and Kaizen. Furthermore, it is about the outcomes of the production system. Companies can function with an organisational structure that is a misfit without material consequences. An organisational structure that satisfies its dominant stakeholder's competing functional demands and choices ends up being sub-optimal. Any organisational design may emerge and survive as long as it satisfies stakeholder requirements (Ruffini et al, 2000:862-870).

2.6.4.3 Economics

Economics is in some aspects linked to social sciences and how human behaviour interacts with the environment in pursuit of personal gain. This personal gain is for individuals and corporations, with corporations yielding greater power and influence on governments to enable them to negotiate lower wages for employees (Smith, 2003:21). The classical Adam Smith studied and wrote on various aspects of economics and published the first edition of his book titled "*The Wealth of Nations*" in 1776. Adam Smith spoke of various aspects of division of labour, elaborating that certain aspects of labour cannot be easily divided, and other aspects can be divided; however, they need to work in unison. The main reason for division of labour was effectiveness through being economic with labour (Smith 2003:21).

2.6.4.4 Strategy

Strategy is the creation of valuable and unique proposition that involves a set of activities that create a fit and mutually reinforce each other in a manner that competition cannot imitate them. Strategy means choosing a different mix of activities to deliver a mix of values that is unique (Porter, 1996:3). Moreover, strategy consists of choices a company has made on mission critical issues that need to be executed in a particular manner to reach a certain outcome.

According to Greg and Martin (2001:68), strategic planning emerged in the 1960s and was based on a predictable future. With the speed of change in technology and the large volumes of information and changes in the communication landscape, there is increased volatility, unpredictability complexity and ambiguity (VUCA) in current environments. Generation of new ideas, insights, creativity, innovation is quite high. However, control and efficiency is said to be relatively low. Complex systems tend to be impacted by very small changes resulting in a completely different outcome than initially perceived (Greg & Martin, 2001:68).

2.6.4.5 Information Technology and Fourth Industrial Revolution (4IR)

Taylor (1919:7) asserts that the future will put systems first instead of people as a way of supporting best people to become better. Systematic management is a better solution to inefficiencies compared to an extraordinary man. IT resources are a critical aspect of organisational transformation and a tool to competitive advantage. However, such must be accompanied by unique competencies of an organisation that cannot be easily copied or imitated or substituted (Prasad, Green & Heales (Prasaf et al), 2013:23).

Damaskopoulos (2002) evaluates features of the new economy at the interface of information technology and global finance, and makes an opinion that analysis and understanding of the new economy is focused on the dot com phenomenon and unrealistic valuations of internet-based firms. This approach is not only misleading but risky for corporate performance. Moreover, e-business is a key component in the new economic system that is powered by ICT. However, such is quite dependent on knowledgeable employees who can convert information and knowledge through innovation and creativity to tangible and intangible products. All systems no matter how novel, are inclusive of economic laws and business cycles, and the value of such systems is accelerated business cycles from concept to market and new economic rules on processing (Damaskopoulos, 2002).

Technology is associated with different levels of industrial revolution. The First Industrial Revolution was about the introduction of mechanisation, where in introduction of production through machines as well as the steam powered engines were the new economy of the era that ends in the late 18th century (Moavenzadeh, 2015:3). The start of the 20th century sees mass production, division of labour and introduction of electrical energy into the machinery. This is what is described as the Second Industrial Revolution. The 1970s usher the Third Industrial Revolution, which is the introduction of Electronics, Information, Communication, Technology and improved automation resulting in better and massive scale of production. The 4IR brings with it the internet, integration of technologies, ease of managing complexity, stronger programming and processing capability, resulting in digitisation of products, big data, social media, artificial intelligence (AI), cloud computing and placing powerful technological gadgets at the hands of every individual who wishes and can afford to do so. This is with respect to smart phones, web-enabled gadgets such as cameras and smart cars, to name a few (Moavenzadeh, 2015:3).

The 4IR completely changes the landscape of interplay with respect to natural resources, economic and social perspectives. Moreover, 4IR as part of evolution of Information, Communication and Technology (ICT), will continue to evolve over the next foreseeable coming years. Regardless of technological advancements, the human element remains to be key organisational capital and the reason for organisational design. Steven Hankin of McKinsey in 1997, coined the “War for Talent.” This was mainly on the increased competition in attracting and retaining the best talent as technology evolves and the World Economic Forum (WEF) in 2015 asserts that the new capitalism is Talentism at a time technology is reaching levels never seen before (Moavenzadeh, 2015).

2.6.4.6 Sustainable Development Goals

Sustainable Development Goals (SDGs) gain momentum and are promoted in government and academia. The SDGs impact on the work environment and its inclusion is from an organisational theory perspective.

The United Nations General Assembly adopted a resolution with various elements on 25 September 2015, that all nations must implement to transform the world. The resolution consisted of 17 SDGs with 169 targets, which are integrated and indivisible, focusing on “three dimensions of sustainable development, namely, Economic, Environmental and Social.” Of importance are goals on gender equality, human rights and empowerment of women and girls (United Nations, 2015a:1). South Africa is one of the signatories to the SDGs 2030 and is required to support their implementation.

University of South Africa’s (Unisa) 7th Annual Interdisciplinary Academy conducted on 8 to 10 April 2019 promoted the United Nations Sustainable Development Goals 2030. In the spirit of participating in the promotion of SDGs by Unisa, this study evaluates the 17 SDGs for possible fit and integration into the research. SDG16, states “strengthen the means of implementation and revitalise the global partnership for sustainable development.” The study supports the Target 16.7 which is part of SDG16 and states “Ensure responsive, inclusive, participatory and representative decision-making at all levels” (United Nations, 2015b). This study supports indicator, 16.7.2 on the proportion of population who believe decision-making is inclusive and responsive,

by sex, age, disability and population group (United Nations, 2015b). A question that seeks to understand the degree of consultations with the DCS employees during organisational design initiatives is included in the study.

The various disciplines and related fields of study interact with each other within the corrections environment. Such interactions creates the complexity that needs to be understood in organisational design. The study assumes that organisational design consists of a theoretical model with its elements that makes it complete. The following section discusses organisational design models discovered by the study.

2.7 MODELS OF ORGANISATIONAL DESIGN

Understanding of what a model is, enables the study to identify respective models during literature search. This begins with understanding what is meant by the word “model”. This section describes the definition of model and briefly discusses different organisational models discovered during literature review. The purpose is to understand if these organisational design models have elements that make it complete and with the intent to observe later in the study if these elements are the same across all discovered models. In addition, this section enables better understanding of the structure of the independent variable, namely, organisational design through literature review.

2.7.1 What Is A Model?

A model provides necessary details required to have a comprehensive understanding of an issue or topic. Models provide answers to specific questions. This necessary detail is demonstrated in a state road map, which shows only major highways and in a city map which shows all the roads in the city. Models are theory based and can be represented in text or diagram and help in understanding the research question. (Palvia, Midha, & Pinjani (Palvia et al), 2006:1043-1044). Palvia et al, (2006) further states that models can be prescriptive or descriptive.

Designing an organisation is generally preceded by a diagnostic process. The diagnostic process makes use of various tools some of which are in form of organisational design models. The study seeks to understand if organisational design has an impact on organisational effectiveness and employee engagement in a corrections environment, paving way for understanding organisational design models. The following paragraphs describe organisational design models discovered through literature review.

2.7.2 The Galbraith 5 Star Model

The Galbraith 5-Star Model for organisational design has its roots in the works of Chandlers in that “Structure follows Strategy.” The two approaches to organisational design, are the top down, which involves “organising at enterprise, business unit, region or functional levels,” and the bottom up that builds up organisations around technology being utilised and is relevant to the lower levels of the organisation (Galbraith, 2012:3).

According to Galbraith (2012:4), complexity arises from servicing fragmented and segmented markets. The number of dimensions and increase in units and geographic locations to be serviced creates a co-ordination challenge. Each business unit, profit centre, function, geographic location and customer produces information independently and this information and decision-making processes need to be consolidated and coordinated. In addition, Galbraith (2012:4) maintains that to manage this, a company can create a centralised function to co-ordinate this or centralise interdependence through lateral co-ordination. The Galbraith’s 5 Star model is based on five categories of design policies, namely, **Strategy** for direction, **Structure** for position, Information and **Processes** for flow of information, compensation, **Rewards** and recognition for motivation and **People** for the mind and skills set (Gailbraith, 2012:4). The study considers these categories as elements of the Galbraith 5 Star model.

The Galbraith 5 Star model has been in existence for more than 30 years, developed by Galbraith for the purposes of providing a common language and framework for decisions and choices made in organisational design. Each of the components on the

model works towards achieving the strategy of the organisation. Furthermore Kate and Galbraith (2007:2-3) states that these components provide flexibility required to respond to opportunities and threats of the environment. (Kates & Galbraith, 2007:2-3).

2.7.3 The Burke Litwin Model

The Burke Litwin Model is used as a diagnostic tool for organisational change and performance. It provides for drivers of change that can be worked on and monitored during change. The elements contained in the Burke Litwin Model, in no particular order are External factors, Strategic factors (strategy/ mission, leadership and organisational culture), Operating factors (structure, management processes and systems, policies and procedures) Individual factors (individual skills, motivation, individual needs/ values and work unit climate) and Output (individual and organisational performance) (Academy to Innovate Human Resources (AIHR),:nd).The Burke Litwin model is also used as a tool for assessing factors that affect organisational effectiveness as indicated by Martins and Coetzee (2009:1) who assert that a well executed organisational diagnostic has a positive impact on the overall effectiveness of an organisation (Martins & Coetzee, 2009:1).

2.7.4 Nadler Tushman's Congruence Model

The Congruence Management Model was first developed by David A Nadler and M L Tushman early in the 80s and is used as a diagnostic tool to evaluate the degree to which elements of the organisation work together. It enables the organisation to integrate such elements better to improve efficiencies. Elements of the congruence model are External environment, Internal environment in form of resources, systems, structure, culture and stakeholders, Strategy, Theory of change, and Instructional core, in form of student, teacher and content (Sabir, 2018:34-35). Ando (2023:1) asserts that the Nadler Tushman Congruence model suggests "integration of multiple logistics through an overarching identity" furthermore it enables formulation of a

paradigm for a dynamic organisational change that is aligned to the changing environment of the organisation (Ando, 2023:1).

2.7.5 Weisbord 6 Box Model

The Weisbord 6 Box Model is developed by an American analyst Marvin Weisbord in 1976 with the intention to assess the functioning of an organisation. It is said to be a tool that is widely used to accurately assess the functioning of an organisation. Its elements are Purpose, Structure, Relationships, Rewards, Leadership, and Helpful mechanism. The Weisbord 6 Box Model can be used in organisational diagnostics for various purposes in complicated contexts (Weisbord, 1976:3). The Weisbord 6 Box model is recognised as an ideal framework for assessing organisations with steps of the Weisbord 6 Box model dependent on assumptions and techniques used by various organisations (West Ford University, 2016)

2.7.6 Porter's Value Chain Model

Porter's value chain model was published in his popular book "Competitive Advantage" and brought a framework for examining how various processes in an organisation interact in a cost effective manner or lower cost than competitors (Bolo, Lorika & Obonyo (Bolo et al), 2011:1-2). Bolo, Lorika and Obonyo (Bolo et al) (2011:1-2) further states that the value chain promotes dialogue and accountability in an organisation as well as improve functioning of chains. Porter's value chain model consists of a collection of activities that a company performs to create value for its customers and has primary and secondary activities an organisation needs to perform to deliver to its customers (Porter, 1996). Porter's value chain model involves five primary activities (elements) in the form of "Inbound logistics, Operations, Outbound logistics, Sales and service" with support activities being Firm infrastructure, Human resource management, Technology development, and Procurement (Smart Sheet, 2018).

2.7.7 Ibitayo Model

Ibitayo asserts that there are four elements from which organisational structure is derived, namely, Function, Product, Geography, and Customer (Ibitayo & Essien, 2016:339-366). The Ibitayo model emerges from operations management and the study does not find substantive organisational design literature around it.

2.7.8 Alter's Model

Alter's (2010:6-11) goal is to contribute to the development of ODE proving a point that Information Technology (IT) reliant work systems are at the core of organisational design and goes further to develop a work system framework that combines aspects of sociotechnical literature, general systems literature and information systems literature. The elements of Alter's ODE work system are Environment, Strategies, Infrastructure, Products and Services, Processes and activities, Participants, Information and technologies (Alter, 2010:6-11). Alter's model emerges from design engineering, it is closely associated with work flows and the study does not find substantive organisational design literature around it.

2.7.9 Change Models

Maureen and Angela (2010:6-11) assert that in organisational design there are two types of models, namely, traditional and change models. Traditional models use control based on hierarchy, vertical communication and co-ordination, and fixed boundaries of dependency. These traditional models are based on an organisation aligning their models to the strategy which is aligned to the environment until a state of equilibrium is reached. The state of equilibrium is associated with achievement of organisational performance. The models then stay fixed until their impact is null and void. In contrast, change models seem to be more effective where decisions and controls are localised, therefore, making change models more suitable for a

professional entity, however both traditional and change models can be used in one organisation (Maureen & Angela, 2010:6-11).

2.7.10 Approach To Organisational Design

Organisational design is multi-faceted, with the preceding literature demonstrating that there are many models of organisational design with different elements. Smirti (2021) talks about the Contingency Theory of Leadership that emphasises that goals, design and structure of an organisation are influenced by the environment within which it operates. The Contingency Theory is seen as a primary lens to view an organisation in that it provides insight into various factors that impact on an organisation, making the environment within which an organisation operates, material in being factored into organisational design (Smirti, 2021).

The approach to organisational design entails use of organisational design models and their elements and the outcome is an organisational structure. There are a number of organisational theories and disciplines as discussed in section 2.5 and section 2.6 above. In addition organisational design models discussed in section 2.7, organisational structure forms discussed in section 2.8, form some aspects of organisational design, creating some degree of complexity. This creates a need for understanding the environment within which an organisation operates in, making organisational design approach an important aspect of organisational design as stated by Smirti (2021) above. The following section discusses organisational structure forms.

2.8 ORGANISATIONAL STRUCTURE FORMS

There is consensus that an organisational structure is a product of organisational design with scholars such as Akpan Nsien (2017), Ruffini et al (2000) and Maureen and Angela (2010) being part of this consensus. However, Langenberg and Wesseling (2016) assert that the Weick's model considers an organisational structure as mental construct, therefore, deviating from the consensus of models.

An organisational structure demonstrates formal relationships and provides clarity of communication lines, roles, responsibility, accountability, and authority (Montana, 1993:10). In the same vein, Akpan and Nsien (2017:825) concur with Montana (1993) that an organisational structure demonstrates relationships between different functions and further posit that an organisational structure demonstrates where lines of communication, formal authority and power on certain functions is located. Moreover an organisational structure is generally depicted in a diagram which is interpreted as providing ease of identification of formal relationships and flow of information in an organisation (Akpan & Nsien, 2017:825).

This section provides an understanding of different organisational structure forms identified by the study. Organisational forms have a potential to explain the impact of organisational design on organisational effectiveness in that they are used to explain relationships within and organisation; hence, their inclusion in this formative literature review. There are different organisational structure forms and the study identifies the following:

2.8.1 Functional Structure

In his seminal work, Montana (1993:2) believes this to be the most common grouping of related functions and the oldest structure form in existence and maintains that the functional structure is generally organised in line with disciplines such as Finance, Human Resources, Marketing, Engineering, etc, and points out that this creates a situation whereby focus on specialisation may take precedence over organisational goals.

2.8.2 Administrative Structure

The administrative structure provides clarity of powers and responsibilities of roles in the structure, the process flows and how such is managed at different levels of the organisation including supervisory and managerial levels. There is an arbitrary belief

that administrative organisational structures can enable organisations to function efficiently (Pfeiffer, 2019).

2.8.3 Process Structure

A process structure entails departmentalisation in line with processes of an organisation and is generally found in manufacturing environment. The structure could have departments such as Design, Drawings, Construction, Project Management etc (Montana, 1993:2).

2.8.4 Product Structure

This entails departmentalisation in line with products manufactured. Such a structure is generally found in large organisations and takes the form of the name of the product as in coffee, chocolate, sugar, or tea (Montana, 1993:2).

2.8.5 Matrix Structure

A matrix configuration consists of a cross functional organisation with a functional hierarchy and divisional hierarchy. Montana (1993) asserts that a matrix structure is used in more complex and uncertain environments, especially where there is a need for efficiency and effectiveness. Furthermore, a matrix structure produces high tension within employees and a change ready environment, it is suited for an environment where decisions need to be made at the source of problems with priorities and conflict management provided at leadership level (Richard, Borge & Dorthe, 2015:38-49).

2.8.6 Geographic Structure

Geographic structure is found in organisations that have many locations within their country or internationally. A geographic structure enables ease of doing business within a specific location with each location having full functions or autonomy within its geographic area. This could be through reduction of logistics required to conduct business or through localised economies of scale as well as focus on local interests and tastes as in Nestle (Daft, 2010b:221-222).

2.8.7 Summary On Organisational Forms

The organisational structure forms as stated above are an output of organisational design and depicted in a drawing. These structure forms are not suited to all environments. There is a need to understand the role structure forms play in organisational design, organisational effectiveness and employee engagement in a corrections environment.

2.9 HISTORY AND PHILOSOPHY OF ORGANISATIONAL EFFECTIVENESS

2.9.1 What Is Organisational Effectiveness?

The International Standards Organisation (ISO) 9000:2015-11 describes effectiveness as achievement of planned results through planned activities and goes further to state that activities should be of desired quality (DQS Global, 2022).

Organisational effectiveness is about the overall performance of an organisation; it is about how efficient an organisation is at meeting its goals (Six Sigma, 2017). There is no single accepted definition of organisational effectiveness, though the general understanding of organisational effectiveness is that it is about achievement of organisational objectives and intended outcomes, factoring both internal and external factors (Alghafarri, et al, 2016:3457).

Utilisation of resources such as employees, money and raw materials to achieve organisational goals is termed efficiency and the extent to which an organisation achieves its goals is termed effectiveness. Achieving effectiveness is not easy, as

people have diverse needs from an organisation, yet the primary goal of an organisation is to achieve effectiveness (Daft, 2010b:20-21). The diverse needs from customers are in form of quality service at a reasonable cost, whereas, employees want higher salaries and more benefits, managers need to balance the needs of stakeholders and employees in order to achieve organisational effectiveness, governments want compliance with laws and fair competition with suppliers and creditors want credit worthiness and fiscal responsibility (Daft, 2010b:20-21).

Smith (2003:423) believes that effectiveness is concerned with the manner in which goods and services in form of labour are arranged such that they create the highest return for the owners of the goods and services. To discuss effectiveness, it is important to understand the basics of economics. Smith (2003:423) describes two kinds of labour, namely, productive and unproductive, and considers menial tasks to be unproductive in that the outcome of that labour cannot endure long after the labour has been provided. Smith (2003:423) also analysed public service which is argued as unproductive as it does not produce anything tangible and the public service needs to be maintained by the produce of other labour. No equal value is created by the service of civil servants in return for the resources utilised by the civil servants, such as Officers of Justice and War (Smith, 2003:423).

2.9.2 Philosophy Of Organisational Effectiveness

Workers in a company may wish to achieve the same objective as the company. However, in the execution, the balance of power, misalignment of key performance indicators, communication and decision making may be in conflict with the original intentions, resulting in an ineffective organisation. Furthermore, issues such as the impact of past failures in an organisation adopting new strategies, culture and political issues that an organisation faces, have an impact on organisational effectiveness (Kim & Back, 2015:6).

Smith (2003:10-11) originally published in 1776, annotated by Edwin Cannan in 1904 and introduced by Alan B Kruger in 2003, writes on how productivity can be improved through division of labour. He argues that instead of one person making one pin a day, different aspects of making a pin could be divided into different specialisations that

focus on one aspect, such as one branch drawing out the wire, one branch straightening it, another branch cutting it and so forth resulting in 18 distinct operations to make a pin. Eventually, the outcome is production of materially more pins per day in comparison to one person producing the entire pin (Smith, 2003:10-11).

Kim and Back (2015:9) opine that humans have more complicated needs such as, emotions and relationship factors that influence most of their work performance. These emotions are influenced at process level resulting in follow-up questions that seek to understand the necessity for all activities required to support revenue generating interventions, as well as the necessity for each activity to be at a cost to the organisation.

Erosion of organisational effectiveness through a malfunctioned organisational design could be catastrophic in some organisations. In March 2019, Flight 302 of Ethiopian Airlines killed all 157 passengers together with the crew. They were on a Boeing 737 Max 8 Jet. The pilots followed the instruction according to the FAA as provided by Boeing. There is another similar crash with Lion Air 737, Max 8 Jet in October 2018 and in both instances, the Boeing's system was blamed for the crash (Reals, 2019).

The philosophy of organisational effectiveness evolves around ensuring that various aspects of an organisation are arranged in a manner that leads to efficient operations to achieve the organisations reason for existence over a long period of time.

2.9.3 History Of Organisational Effectiveness

The McKinsey 7 S framework was first introduced in the 1970's and is seen as a watershed approach in organisational effectiveness (McKinsey, 2008). Organisational effectiveness needs to reflect the elements that represent strategic execution of an organisation, and demonstrate an organisation's capability to achieve its vision, mission and strategic goals (Xu, Zhao, Fang, Wang, Wang, Xeng, Wang (Xu et al), 2022:2419). Organisational effectiveness is intertwined with organisational theory in that all aspects of organisational theory, are an attempt of producing better organisational outputs. The study does not come across literature that has specific dates and chronological times of evolution of organisational effectiveness, Robbins (1987) asserts that management theories are aimed at making organisations effective.

The study postulates that there is reason to believe that organisational effectiveness originates at the same time as organisational theory in the early days of Adam Smith in the 1700s and WF Taylor in 1935.

2.10 MODELS OF ORGANISATIONAL EFFECTIVENESS

The study discovers a number of organisational effectiveness models as detailed in the following paragraphs.

2.10.1 McKinsey 7 S Framework

The McKinsey 7 S framework is based on seven key elements, namely, Structure, Strategy, Systems, Shared values, Style, Staff, Skill, and how these elements interact with each other. Furthermore, this model continues to be useful in complex environments that need more co-ordination (McKinsey, 2008). Lowell Bryan, a director of McKinsey in New York reflected on the McKinsey's 7S framework, and asserts that McKinsey sees this framework as way of enabling managers to take their focus away from an organisational structure to organisational effectiveness (McKinsey, 2008). Initially, managers focused on who reports to whom and who does what, and the growth in complexity of organisation created a need for critical thinking and realisation that structure alone is not an organisation (McKinsey, 2008).

2.10.2 Almas Sabir

The four components that lead to performance are People, Task, Culture and Structure. These work in unison to achieve organisational effectiveness. When there is friction among these elements, such affects the entire system resulting in limited overall productivity (Sabir, 2018:35).

2.10.3 Bashir Narmatha, Sakthivel And Urma

Bashir, Narmatha, Sakthivel and Urma (Bashir et al) (2015:33-34) assert that organisational effectiveness is the ability of an organisation to acquire scarce resources from its environment in a manner that sustains its functioning. Bashir et al (2015:33-34) identify what they call eight important assets required for organisational effectiveness to function in any organisation and these are, the Head of Institute, Finance, Buildings, Machinery and equipment, Human resources, Information and materials, and Man hours (Bashir, Narmatha, Sakthivel, & Uma (Bashir et al), 2015:33-34).

2.10.4 Akpan And Nsien

Akpan and Nsien (2017:827) describe organisational effectiveness as “goal attainment.” It is how adequate an organisation makes use of resources to achieve a predetermined goal. Most organisations have goals of productivity, profit and or the extent to which mission critical issues are achieved. Use of resources include issues like Organisational expansion, Morale, Employee turnover and Employee satisfaction, Absenteeism, Employee engagement. Akpan and Nsien (2017:827) view organisational effectiveness as a social system that fulfils objectives of an organisation within a given set of resources, within the criteria of organisational productivity, organisational flexibility and absence of intra-organisational strain (Akpan & Nsien, 2017:827).

2.10.5 Huy And Phuc

Huy and Phuc (2022:4) believe there is no universal structure that can be used in all organisations, and organisational effectiveness is determined by the Level of advancement of technologies, how Volatile the environment is, the Size of the organisation, Information systems, Idiosyncrasies of the organisational structure and Budgetary participation. However, organisational effectiveness is heavily impacted by

the external environment. When the environment is more volatile, there is a greater need for an integrated approach, especially when it comes to budgeting to co-ordinate the organisation (Huy & Phuc, 2022:4).

2.10.6 Garcia-Bernal And Ramirez-Aleson

The problems affecting the firms efficiency are Information, Co-ordination, Diverging objectives, Motivation, Incentives, Transaction costs, Firms efficiency and Wealth creation and is summarised as ability to solve problems (co-ordination) and motivation (incentive) problems (Garcia-Bernal & Ramirez-Aleson, 2010:364).

2.10.7 Lovemore And Skitmore

Love and Skitmore (1996:4-5) argue that there is no agreement on the definition or conceptual status of organisational effectiveness among scholars with the most popular approaches for evaluating effectiveness being that of Goal attainment, System resource, Strategic constituency, Competing values, High performing systems, Legitimacy, Fault-driven, Ineffectiveness, and Drive.

The study need to understand organisational effectiveness in a corrections environment and discover the impact of organisational design on organisational effectiveness. This is in line with McKinsey (2008) who believes that structure alone is not an organisation.

2.10.8 Another Perspective Of Organisational Effectiveness

The AIHR (n.d) has seven organisational effectiveness models and these models, together are said to make up a single model, something that is different from other scholars who have elements that make up a model such as the McKinsey 7 S framework. The AIHR (n.d.) models are stated as follows:

- Goal Model, is about the degree of achievement of organisational goals;

- Internal Processes Model, entails high quality and smooth functioning of processes of an organisation;
- Resource-based Model, is concerned with ensuring availability of resources required to achieve the required performance;
- Strategic Constituency Model is concerned with ensuring that strategies that impact on the organisation are satisfied;
- Stakeholder Model, is about satisfying the needs of the stakeholder;
- Competing Values Model is about simultaneously managing opposites; and
- Abundance Model, is concerned with flourishing and virtuousness (AIHR, n.d.).

2.10.9 Approach To Organisational Effectiveness

The approach to organisational effectiveness is more about co-ordination, defining interventions, selecting the right interventions and arranging them in a manner that is aligned to issues that deliver on an organisation's purpose.

2.11 HISTORY AND PHILOSOPHY OF EMPLOYEE ENGAGEMENT

2.11.1 What Is Employee Engagement?

Employee engagement is a distinct and unique construct of an employee consisting of cognitive, behavioural and emotional aspects that collectively contribute towards individual performance and goes further to associate energy, zest and stamina to work towards achieving the purpose of the organisation (Boikanyo & Heyns, 2019:2).

Employee engagement is an emotional aspect of an employee and the degree to which an employee feels connected to an organisation; it compels the employee to apply discretionary effort and stay longer with an organisation (Ngobeni, Saurombe & Joseph (Ngobeni et al), 2022:15). Human Resources Zone (2013) avers that the definition of employee engagement is still evolving and there is no universal understanding of employee engagement. However, it is about an employee's commitment and passion to the strategic objectives of an organisation and going

above and beyond to meet the requirements of achieving the stated strategic objectives.

2.11.2 Philosophy Of Employee Engagement

Employee engagement is expressed through the discipline of Psychology and is seen as a trust relationship in that it deals with the state of mind and emotions of an employee within the work context. Ngobeni, et al (2022:15) assert that a trust relationship is an essential aspect and core to the psychological contract in a workplace relationship.

In their study on the influence of psychological contract on employee engagement in a Southern African Bank, Ngobeni et al (2022:15) confirmed what other scholars found that, institutional psychological contract which included genuine care, open communication and trust, are essential to employee engagement. Line managers are the ideal people for ensuring that communication, and relationships result in employees willingly providing labour and wanting to stay longer with the organisation (Ngobeni, et al, 2022:15). With 50 years of employee engagement research under the belt, Gallup (2022:n.d) believes that employee engagement is important because employees are the ones that make decisions and take actions everyday and this can directly impact on the business and asserts that without employee engagement, there is no team.

2.11.3 History Of Employee Engagement

In the 1970s and 1980s, when employee engagement first emerged in the work environment, the purpose was for employee satisfaction or happiness and was not linked to performance or the relationship with the organisation. The 1990s saw a connection of employee engagement with commitment and loyalty to an organisation. Furthermore, the breakdown of long-term employment with people working for more than one employer in their lifetime impacts on the commitment and loyalty of employees to their organisations resulting in loss of employees. Moreover,

organisations do not want to lose employees and this leads to the maturity of employee engagement as a concept (Human Resource (HR) Zone, 2013:n.d). Khan (1990) is believed to be the one of the first researchers to identify employee engagement, asserts that employees are occupants of their houses, namely, the roles they occupy. Khan (1990) also maintains that roles have to satisfy three psychological conditions, namely, meaningfulness, availability and safety. This is within the context of individual circumstances, resulting in stances of committed, involved or alienated as if the employees are posing in photographs. However, these stances change with time.

2.12 MODELS OF EMPLOYEE ENGAGEMENT

The literature review discovers a number of employee engagement models which are discussed in the following section.

2.12.1 The Corporate Leadership Council Model

The Corporate Leadership Council (CLC) describes employee engagement as the extent to which an employee commits to something or someone in an organisation, either rationally or irrationally. This commitment can be measured by how hard they work and their willingness to stay in the organisation. The model has two elements, namely, discretionary effort and intent to stay (The Corporate Leadership Council (CLC), 2011:5).

2.12.2 The Khan Model

Khan (1990:692-693) describes how, in employee engagement, people fully express themselves, cognitively, emotionally and physically to the job and describes disengagement as employees disentangling themselves to the work roles. Khan (1990) highlights that employee engagement is about bringing all psychological

dimensions of person such as Personal, Interpersonal, Organisational, and Intergroup influence into the work environment.

2.12.3 The Job Demand And Resource Model

The Job Demand and Resource Model, integrates stress research and motivation research traditions. It is based on Work demands being initiators of health impairments and Resources being initiators of motivators. The JDR is used to predict employee burnout and alerts companies early and believes that demanding jobs with chronic work overload or emotional demands exhaust employees from a physical and mental health perspective, resulting in depleted energy, and if this continues over time, it becomes a repetitive strain injury (Demerouti & Barker, 2011:2).

2.12.4 The Zinger Model

The Zinger employee engagement model has ten building blocks of employee engagement which are stated as Achieve results, Mark progress, Maximise performance, Foster recognition, Build relationships, Enliven energy, Leverage strengths, Make meaning, Master moments and Enhance well-being (Zinger Associates, 2012:1).

2.12.5 The Gallup Model

The Gallup model is premised on 5 level supported by 12 questions. The basic need is at the bottom of the pyramid, the next level is individual, followed by team and then growth. These levels occur simultaneously and need to be supported by purpose, a Caring manager, Development, Ongoing conversations and Focus on growth (Gallup 2023:n.d).

2.12.6 The Deloitte Model

Deloitte is said to have invested two years studying employee engagement with their 330 000 employees globally whom it keeps engaged. Deloitte identifies five pillars of employee engagement as, Meaningful work, Trust in leadership, Hands on management, Opportunities for growth and a Positive work environment (Effectory, 2021:n.d).

2.12.7 The Aon Hewitt Model

This model is premised on the assumption that employee engagement is essential to the success of an organisation and focuses on three engagement outcomes, namely,

- Say things that enable employees to be ambassadors of the organisation;
- Stay, reducing turnover costs and banking the returns from ongoing relationships of employees; and
- Strive for employees who go above and beyond as a result of being engaged (Effectory, 2021:n.d).

2.12.8 Approach To Employee Engagement

Disney's approach to employee engagement is about selecting the right fit talent, having a training culture, communicating with a purpose to inform and inspire employees and creating a caring environment (Disney Institute, n.d.).

2.13 SUMMARY

This chapter provides an understanding of how opinions and philosophies of organisational theory, organisational design, organisational effectiveness and employee engagement evolve within business management, with the passing of time as well as various approaches aimed at achieving the purpose of an organisation. Organisational theory has a vast number of prominent scholars that have influenced the philosophies that make up organisational theory over a period of time. There are

also different scholars for organisational design, organisational effectiveness and employee engagement. Many scholars, theories and variances in models as well as elements of each model provide content and context that contributes towards the research question and analysis of the study. Hypothesis one is premised on organisational design being a universal model with same elements while hypothesis two is premised on organisational effectiveness being a universal model with same elements. The understanding of organisational theory, organisational design, organisational effectiveness and employee engagement is the foundation and generic conceptual knowledge required as a baseline to be used in the comparison of the variables with the corrections environment. This includes answering key research questions. Corrections environment is a subset of the South African social environment and is subjected to these theories and concepts like any other organisation. Undertaking the study without understanding organisational design, organisational theory and employee engagement, may produce misleading results.

The following chapter presents literature review on the corrections environment and organisational design in government. This chapter is a continuation of understanding the content that provides the context of the study within the framework of organisational theory.

CHAPTER THREE: THE CORRECTIONS ENVIRONMENT AND ORGANISATIONAL DESIGN PRACTICES IN GOVERNMENT

3.1 INTRODUCTION AND BACKGROUND TO CHAPTER THREE

This chapter provides for understanding of the corrections environment that relates to the confounding variable, namely, organisational theory. This chapter discusses the corrections environment, and organisational design practices in government, providing a baseline for understanding how organisational design is implemented within the South African government. This knowledge is necessary for content, context and comparison with generic organisational design concepts and theory discussed in Chapter Two.

3.2 THE CORRECTIONS ENVIRONMENT

The corrections environment in South Africa within the context of the study is focused on the criminal aspect of corrections and comprises a single department that is part of a number of departments clustered into what is termed the Justice, Crime Prevention and Security Cluster, commonly referred to as the JCPS cluster. The JCPS cluster (currently) aims to, by 2030, ensure that people living in South Africa are and feel safe wherever they are and enjoy community life free of fear. This aspiration is part of the Government's Strategic Outcome Three of the MTSF 2020 to 2024 and NDP Vision 2030 (DCS, 2015:5).

The corrections environment for the purposes of this study is the DCS. The purpose of existence of the DCS is mainly derived from the Correctional Services Act 111 of 1998 as amended (the Act). The Act seeks to provide a system that contributes to the maintenance and protection of a safe, just and peaceful society (DCS, 2020a:118). Furthermore, the Act aims to structure corrections in a manner that is aligned to the Constitution of South Africa, Act 108 of 1996 observes human rights and associated legislation, national and international prescripts such as the Nelson Mandela Rules which was adopted by the United Nations General Assembly in 2015 (DCS, 2020a:21,

24 & 76; United Nations Office on Drugs and Crime, n.d.). The Strategic Plan of 2015/16 to 2019/20, which is the period of the study together with the Revised Strategic Plan of 2020 to 2025, demonstrates that the department has to contribute towards the achievement of a number of mandates, such as constitutional mandates, legislative mandates and policy mandates (DCS 2020a:21-25). The policy mandates that provide guidance to the department include the White Paper on Corrections (2005), the White Paper on Remand Detention in South Africa (2012) and other strategies such as the NDP Vision 2030 and the Africa Agenda Vision 2063 (DCS, 2015:13-15; DCS 2020a:24).

The department is tasked with incarceration of offenders. However, owing to the requirements of the Constitution of the Republic of South Africa, Act 108 of 1996, such offenders need to be treated in a humane manner and afforded all basic services that South African citizens have access to. There is a responsibility on the department to provide facilities that are humane in addition to the implementation of various rehabilitation programmes that meet the inmate's sentence plan, in line with national policies and priorities. Such programmes range from health care, education, training, development, social services, and psychological services, to name a few. Moreover, the DCS needs to provide its services in a manner that creates synergy and integration with other departments in the JCPS cluster, government departments, as well as with community related organisations such as NGOs Community Based Organisations (CBOs) and traditional leadership (DCS, 2015).

The DCS implements its mandates and programmes through its strategic planning process and the strategic plan of the department is aligned to the electoral mandate. For the MTSF 2018/19 to 2020/21, the DCS aims to provide a modernised correctional system through focusing on the human capital and information communication and technology (ICT). Furthermore, strategic goals of the department include fighting corruption, enabling organisational effectiveness and efficiency (DCS, 2015:5-6). The department operates in a complex environment coupled with a number of challenges emanating from adequacy of facilities in operations that require humane treatment of offenders and remand detainees. This poses a challenge in the implementation of health and rehabilitation programmes to inmates as required by the Correctional Services Act 111 of 1998, and further creates a concern on the safety of officials and inmates (DCS, 2015:7).

The following section provides an overview of the corrections environment from different perspectives including the legislative framework. The department operates in an environment that needs to comply with various strategies of the country, societal expectations and international prescripts. The following paragraphs describes some of these perspectives.

3.2.1 Mandate Related Legislation That Is Part Of The Corrections Environment

The DCS, as a government department, exists to fulfil certain functions of Government most of which are expressed in legislation. The following legislation provides for what the DCS terms legislative mandates (DCS, 2020a:21-23):

- The Correctional Services Act 111 of 1998 as amended;
- The Probation Services Act 116 of 1991;
- The Prevention and Combating Torture of Persons Act 13 of 2013;
- The Judicial Matters Amendment Act 55 of 2002 as amended;
- The Criminal Procedure Act 51 of 1977;
- The Children’s Act 38 of 2005, and:
- The Child Justice Act 75 of 2008 (DCS 2020a:21-23).

The mandate-related legislation contributes to the profile of the corrections environment and the department is obliged to ensure such legislation is supported by appropriate strategies, functions and or programmes. This legislation provides the context of the organisational theory in DCS.

3.2.2 Administrative Related Legislation That Is Part Of Corrections Environment

The following legislation provides some of the administrative-related legislation the department is meant to comply with.

- The Public Service Act 103 of 1994 as amended;
- The Public Service Regulations 2016;
- The Public Service Finance Management Act 1 of 1999;
- The Promotion of Administrative Justice Act 3 of 2000;

- The Promotion of Access to Information Act 2 of 2000; and
- The Intergovernmental Relations Framework Act 13 of 2005.(DCS, 2020a:23)

The administrative legislation is an additional layer that needs to be factored in the corrections environment. Some of the legislation cuts across all government departments and is meant to ensure an effective and efficient functioning of the government machinery.

3.2.3 Compliance Related Legislation That Is Part Of The Corrections Environment

The following legislation is compliance-related legislation which is additional to legislated and administrative legislation and guides the department in managing information and officials of the department:

- National Archives Act 43 of 1996;
- Labour Relations Act 66 of 1995;
- Basic Conditions of Employment Act 75 of 1997 as amended; and
- Compensation for Occupational Injuries and Diseases Act no 130 of 1993 as amended (DCS, 2015:13-15).

The preceding legislation amounts to at least 17 pieces of legislation that the department has to comply with, and the study believes that there are more. The Protection of Personal Information Act 4 of 2013 (POPIA) is one example of a piece of legislation that is not included above. The exercise to audit the pieces of legislation that the department has to comply with, is outside the scope of this study, but it is recognised that any legislation or regulations fundamentally influence the operations of the DCS.

3.2.4 The Vision, Mission And Values Of The Department Of Correctional Services That Is Part Of The Corrections Environment.

The vision, mission and values of an organisation are believed to contain the purpose of any organisation. In organisational design, literature states that structure follows

strategy, strategy is part of the vision of an organisation and understanding the vision, mission and values of the organisation provides a better perspective of the purpose of the Department.

The vision of the Department of Correctional Services is to “Provide the Best Correctional Services for a Safer South Africa” (DCS, 2015:12).

The mission is stated as “contributing to a just, peaceful and safer South Africa through effective and humane incarceration of inmates and the rehabilitation and social re-integration of offenders” (DCS, 2015:12).

In its Strategic Plan of 2015/16 to 2019/20 and the Revised 2020 to 2025 Strategic Plan, the DCS states that its values are as follows:

- **“Development:** Enablement and empowerment, faith in the potential of people, provision of opportunities and facilities for growth;
- **Integrity:** Honesty, disassociation with all forms of corruption and unethical conduct, sound business practices;
- **Effectiveness:** Productivity, the best work methods, excellent services;
- **Ubuntu:** Serving with kindness and humanity;
- **Accountability:** Desiring to perform well, accepting accountability for your behaviour, commitment;
- **Justice:** Fair treatment, justice for all, fairness and equality before the law;
- **Security:** Security of employees, inmates and community; and
- **Equity:** Non-discrimination, affirmative action, gender equality, integration of disability issues” (DCS, 2015:12; DCS 2020a:36)

The DCS is required to uphold the Constitution of the Republic of South Africa, Act 108 of 1996, through compliance with among others, Chapter 2 of the Constitution, which deals with the Bill of Rights. The sections of the Bill of Rights that the department needs to observe are stated in the Strategic Plan of 2015/16 to 2019/20 and the Revised 2020 to 2025 Strategic Plan, and are as follows:

- **Section 9** on Equality;
- **Section 10** on Human dignity;

- **Section 12** on Freedom and security of the person;
- **Section 27** on Right to health care;
- **Section 28** on Children’s rights;
- **Section 29** on Right to education;
- **Section 31** on Freedom of religion;
- **Section 35** on Right to humane treatment and to communicate with and be visited by family and next of kin; and
- **Section 36** on Limitation of rights (DCS, 2015:13; DCS, 2020a:21).

3.2.5 The DCS Strategic Outcome Oriented Goals And Context Of The Study

The strategic outcome oriented goals provide understanding of the environment of the study and demonstrates what the department wants to achieve in line with its purpose which is detailed in the Vision, Mission and Values including the legislation.

According to the 2015/16 to 2019/20 Strategic Plan, the department has three strategic outcome-oriented goals as follows:

“Goal one: Remand Detention processes are effectively managed by ensuring that remand detainees attend courts as determined by the legislation and held in secure, safe, humane conditions and provided with personal wellbeing programmes; and relevant services are provided to Awaiting Trial Persons (ATP’s), thus contributing to a fair and just criminal system” (DCS, 2015:1).

“Goal two: All sentenced offenders are being incarcerated in safe, secure and humane facilities and are provided with health care needs and effective rehabilitation programmes in line with their correctional sentence plans to enable their successful placement into society after their lawful release” (DCS, 2015:1).

“Goal three: Offenders, Parolees and Probationers are successfully re-integrated back into their society as law abiding citizens through provision of rehabilitation and social re-integration programmes” (DCS, 2015:1).

The 2020 to 2025 Revised Strategic Plan provides for what is termed strategic outcomes which are as follows:

- *“Strategic Outcome one: Improved safety and security of parolees, probationers, officials, stakeholders, assets and information;”*
- *“Strategic Outcome two: Improved case management processes of inmates.”*
- *“Strategic Outcome three: Improved access to needs based rehabilitation programmes to improve morale fibre.”*
- *“Strategic Outcome four: Successful reintegration of all those under the care of the department.”*
- *“Strategic Outcome five: Healthy incarcerated population”; and*
- *“Strategic Outcome six: High performing ethical organisation” (DCS, 2020a:117-124).*

All the six strategic outcomes are linked to different MTSF, priorities and collectively achieve the three strategic outcome oriented goals stated above. The study takes note that the above is part of organisational theory aspects of the variables.

3.2.6 The DCS Operating Landscape As The Organisational Theory Of DCS

Organisational theory is about the context in which an organisation operates. This influences the processes and outcomes of organisational design, organisational effectiveness and employee engagement. To understand the complexity of designing for corrections, it is necessary to understand the operating landscape of the department.

“The purpose of the correctional system is to contribute towards a peaceful and just society” (DCS, 2020a:22). The White Paper on Corrections (2005) provides guidance on how corrections are to be managed and states that “rehabilitation is in the centre of all activities” (DCS, 2005:9). A Correctional Sentence Plan (CSP) is developed for each offender based on the offender’s sentencing requirements and the total needs of an offender and is a tool that is used for rehabilitation. The DCS has a model of unit management that provides for smaller units of inmates, that are more manageable, enabling direct supervision through a team approach, to inmate management (DCS, 2005:13,15). Inmates are to be provided with work of useful nature that is productive, linked to their correctional sentence plan, this results in acquisition of skills that can

lead to employment once the offender is released to society (DCS, 2005:16). Chapter Three of the Correctional Services Act 111 of 1998 requires that all inmates held in custody must be under conditions of human dignity. These conditions include accommodation, bedding, nutrition, health care and access to reading material, to name a few (DCS, 1998).

In the Annual Report of 2018/19, the Minister of Justice and Correctional Services, Ronald Lamola and the National Commissioner of Correctional Services agree that overcrowding is a problem today as it was 50 years ago (DCS, 2019b:18, 25). The White Paper on Corrections (2005) stipulates that overcrowding has been in the DCS since the 1900's however for different reasons over time (DCS, 2005:10). The department has other problems in addition to overcrowding. However, these seem to be perennial such as COVID-19 or issues to be dealt with as a result of intergovernmental requirements. Some of the intergovernmental requirements are compliance with the Department of Health standards and regulations as well as that of the Department of Agriculture and the Department of Education to name a few.

The department delivers its mandate (requirements as per CSA 111 of 1998 as amended as well as government's strategic objectives) through the following physical facilities:

- 243 Correctional Centres;
- 218 Community Corrections offices (DCS, 2021b:127);
- 6 Regional Offices across nine provinces;
- 46 Management Areas; and
- 1 Head Office based in Pretoria, the capital city of South Africa.

The department has 42 006 employees across the country (DCS, 2015:5).

Included in the aforementioned facilities is infrastructure that is used for rehabilitation purposes, and this infrastructure is as follows:

- 21 Correctional Centre farms;
- 115 small agriculture sites;
- 13 fruit production farms;
- 17 milk production farms;
- 19 red meat production farms;

- 5 small livestock farms;
- 3 broiler farms;
- 7 layer farms;
- 1 red meat abattoir;
- 3 white meat abattoirs; and
- 15 piggeries.

The department has the following production workshops:

- 9 bakeries;
- 10 wood workshops;
- 10 steel workshops;
- 19 textile workshops;
- 1 shoe factory; and
- 1 lock and key manufacturing.”

These facilities and workshops are detailed in the Revised 2020-2025 Strategic Plan (DCS, 2020a:14).

The aforementioned facilities and production workshops are part of the organisational theory (environment) of the corrections environment, this additional layer of the environment contributes to the context and insight required for organisational design, organisational effectiveness and employee engagement aspects of the study.

3.2.7 Governance Structures Of The Department Of Correctional Services

The DCS is part of the machinery of Government and is expected to drive the agenda of the ruling party through strategies that have been defined and pronounced by such parties through the MTSF. Furthermore, the department needs to adhere to the requirements of governance structures of government such as the National Treasury, which provides the department with finances through the DORA, the DPISA which provides for terms and conditions of employment for all public servants, the Department of Planning Monitoring and Evaluation (DPME) which provides for the strategy development and oversight on implementation of strategies, the Parliament which holds departments and Ministers accountable for their delivery on strategies and

SCOPA which oversees public accounts. The DCS finds itself subjected to additional structures owing to the nature of its business. These additional structures are the Judicial Inspectorate for Correctional Services (JICS), the JCPS Cluster, and the National Intelligence Co-ordinating Committee (NICOC) (DCS, 2020a:160,170) The department further collaborates with other stakeholders in society. These stakeholders include NGOs, CBOs, other government departments and societal bodies as part of effective corrections that form the basis for safe communities (DCS, 2020a:160-173). Co-ordination across the above mentioned structures creates another complexity in the environment of corrections, thus additional context and insight for organisational design, organisational effectiveness and employee engagement.

3.2.8 The Role Of Parliament Of South Africa

The Parliament of South Africa is responsible for making and passing laws. Its primary role is to give effect to the Constitution of the Republic of South Africa, Act 108 of 1996. The elected members of Parliament represent ordinary people through the National Assembly and the National Council of Provinces (NCOP). One of the roles of Parliament is to approve the budget of Government which is managed through the DORA, exercise oversight on the executives (Ministers) ensuring that public funds are spent in a manner that improves the quality of lives of all South Africans (Parliament, n.d.). The DCS is funded through the DORA and managed through the oversight of Parliament. This means that organisational design, organisational effectiveness and employee engagement initiatives must meet the purpose of the organisation in a manner that qualifies for Parliamentary approval.

3.2.9 The Role Of The Standing Committee On Public Accounts And The Context Of The Study

The Standing Committee on Public Accounts (SCOPA) is a Parliamentary Committee assigned with the responsibility of oversight on public accounts. It provides accountability on compliance with laws and regulations that impact on the finances of

South Africa such as the Constitution of South Africa, 108 of 1996, the Public Finance Management Act (PFMA) 1 of 1999, the Public Service Act, 103 of 1994 the Public Service Regulations of 2016, and the National Treasury Regulations (Parliament, n.d a.). SCOPA provides oversight on spending of the funds allocated to the Department through DORA. These funds are in essence resources which the study assumes are allocated through organisational design. The Annual Performance Plan contains information on how resources of the Department are allocated including finance and the Annual Report contains information on how the department has acted on strategies contained in the Strategic Plan and Annual Performance Plan including expenditure of the allocated funds. The role of SCOPA provides another layer of context and insight for Organisational design, organisational effectiveness and employee engagement in a corrections environment.

3.2.10 The Role Of The Department Of Public Service And Administration

The role of the Department of Public Service and Administration (DPSA) is to establish norms and standards in form of HR policies, procedures, frameworks, guidelines, and quality assurance. It is to initiate and implement interventions that enable the public service to function optimally. Furthermore, the DPSA practices oversight on compliance on matters related to the HR discipline for all government departments (DPSA, 2020). The departments need to consult DPSA on all organisational structures developed (DPSA, 2016b:Intro10). The DPSA has developed an Operations Management Framework and a Guide and Toolkit on Organisational Design, which helps government departments to plan their operations and design their operations in a manner that enables ease of execution and continuous monitoring and evaluation (DPSA, 2016b:5). Understanding the requirements of DPSA is a critical aspect of organisational design, organisational effectiveness and employee engagement in a corrections environment, factoring that the DPSA does not only need to be consulted on organisational structures. The DPSA directive requires Executive Authority of a department to consult with the Minister of Public Service (MPSA) and Administration in the redesign and implementation an organisational structure. The EA is supposed

to implement recommendations of the EA or explain to the MPSA their reasons for not implementing (DPSA, 2016c:16).

3.2.11 National Treasury Of South Africa

South Africa's Government finances are managed by the National Treasury. The National Treasury draws its mandate from Section 216(1) of the Constitution of the Republic of South Africa, Act 108 of 1996 with this role clearly elaborated on the PFMA. The National Treasury is required to ensure sound financial controls, accountability and transparency in the management of public finances (South African Government, 2023). The DCS gets its funding from the National Treasury (like any other Government department) through the Division of Revenue Bill managed by the National Treasury (Republic of South Africa, 2023). In return, DCS accounts to National Treasury for the spending of its budgets in line with the PFMA. Planning for such expenditure is detailed in the DCS strategic plan (DCS, 2019b:30).

3.3 REASONS FOR ORGANISATIONAL DESIGN IN GOVERNMENT

One of the reasons for organisational design in government is the need to have an effective structure that ensures that services to the citizens contribute to the common good. There is a need for a well-oiled machinery of government that delivers on legislation and regulations, and enables employees to understand their roles and responsibilities in order to work effectively (DPSA, 2016b:exec sum 3).

The nature of government is such that, it is unlikely for an organisational design initiative to result in an entirely new structure. In government, a new organisation is created from pre-existing organisations by either taking a function away from another department or making use of functions from other branches in the same department. Organisational design in the public sector or government is generally triggered by changes in the external environment in form of legislation, regulations technology, insufficient funding, or a merger of two functions through an externally initiated restructure or change of strategy (State Government Victoria, 2013:9).

At every strategic planning session, organisational structures are reviewed to establish if they are still in support of the strategic plan (Limpopo Provincial Government, Department of Roads and Transport, 2009:4). The organisational structure needs to ensure service delivery of government programmes some of which are based on stakeholder expectations and revised strategies of government. Included in triggers for organisational design are issues such as duplication of functions, compliance with DPSA directives, poor performance of an organisation leading to a turnaround strategy, directives from executive council, at national or provincial level and requests emanating from within the department on abolishing, shifting and creation of posts, or components or functions (Limpopo Provincial Government, Department of Roads and Transport, 2009:5).

Organisational design enables the public sector to be more agile and relevant however organisational structures in government are still aligned to the bureaucratic classical principles with a top down command and control which provides for clarity of service delivery, and accountability (Observatory for Public Sector Innovation, n.d.).

Chapter 4 section 39 (2) of the Public Service Regulation (PSR) asserts that, at least once every 60 calendar months, job descriptions and titles must be reviewed and redefined in order for them to remain appropriate (DPSA, 2016a).

The DCS (2021a:9) states that the macro-economic conditions of South Africa being constrained means a downward adjustments of Public Sector Wage Bill in the MTSF 2020-2024 and MTEF's, requiring improved operations and innovative approach to service delivery. Included in such approaches to adjust the wage bill downwards are cost containment and improved operational efficiency (DCS, 2021a:9). Furthermore, compliance with national strategies, resolutions of Parliament, DPSA directives and circulars and requirements from governance structures are some of the reasons for organisational design in government. Organisational design, organisational effectiveness and employee engagement need to factor the reasons for organisational design in government, creating an added layer of complexity in the organisational design environment of corrections.

3.4 TRIGGERS OF ORGANISATIONAL DESIGN IN DCS

The DCS is a government department, and the triggers of organisational design are similar, if not the same as those of organisational design in government as stated above.

The Annual Performance Plans of 2018/19 to 2020/21 (and subsequent Annual Performance Plans) detail a number of persistent problems DCS faces, some of which are as follows:

- Overcrowding and creation of sufficient bed space (may be up to 130%);
- Appropriate skills to implement rehabilitation programmes and ensure a high performing ethical organisation (shift pattern, safety, production workshops, agriculture, meal schedules, structured day programmes);
- Ongoing budget constraints;
- Appropriate technology;
- Appropriate facilities; and
- Gangsterism.

Dilapidated correctional centres contribute to overcrowding and escapes as stated in the 2018/19, 2019/20 and 2020/21 Annual Performance Plans. Subsequent performance plans of 2021/22, 2022/23 and 2023/24 re-affirm the concern of dilapidated infrastructure (DCS, 2021:86; DCS, 2022:54; DCS, 2023:33). In resolving these challenges, DCS may need additional officials and/or functions. The above mentioned challenges may negatively impact on the purpose of DCS and could be triggers of organisational design. The DCS developed an Operations Management Framework Phase II, Operations Design Report (OMF) in accordance with the DPSA Operations Management Framework. The OMF details operations design processes of the DCS, which define how services must be provided and resources optimally provided in support of the service delivery model. The DCS OMF is discussed in paragraph 3.5.4. The DPSA Operations Management Framework emphasises ongoing incremental improvement and redesign of roles and responsibilities once in every 60 months in line with the DPSA requirements as stated in section 3.3.

3.5 APPROACH AND METHODOLOGY TO ORGANISATIONAL DESIGN IN GOVERNMENT

In the Public Sector, there are predetermined decisions that cannot be changed. Some of these are the functions an organisation can perform, which is termed mandate, in that there is clarity of when responsibilities start and stop within a department and across departments. Decisions on what a government department can or cannot do lies outside the department's control. The relationships that need to be engaged with, the outcomes that need to be met and the interactions that create those outcomes is referred to as machinery of Government. Legislation, regulations, resolutions, circulars and directives influence creation of roles that departments need to perform, sometimes within the existing functions or outside the existing functions, with or without budget. There are times when powers are given to functions that do not fall within the same levels of bureaucracy, creating complexity (State Government Victoria, 2013:6-7). In a corrections environment, this complexity is created through line of sight where in authority resides in a Regional Office or Head Office and the matter is implemented in a correctional centre or management area. This complexity generally arises as a result of unforeseen circumstances that require immediate attention and may or may not covered by policy or practise. A good example is that of an unrest that took place in Kutama Sinthumule, over grievances that were not adequately resolved and resulted in the correctional centre being set on fire with 3000 inmates moved to other correctional centres (Eye Witness News, 2023a).

3.5.1 Approach To Organisational Design In South African Government

The approach to organisational design in the South African government is guided by the DPSA through the Organisational Design Framework and Toolkit discussed in section 3.5.3 and moderated by internal and external triggers of each organisation. The Public Service Regulations of 2016 provides a code of conduct for the public service officials, including guidelines on how different aspects that impact on organisational design must be managed. These aspects of organisational design are on Planning, Organisational Arrangements and Service Delivery, and Reporting. They cover the requirements of the strategic plan, human resource plan and assessment of

efficiency and effectiveness among others. Organisational and functional arrangements include transfer of functions, feasibility studies on components and specialised service delivery units, as well as organisational functionality assessments, with service delivery focusing on operations management, service delivery charter and service delivery improvement plan. Part 3 Section 36 of the PSR (2016) maintains that an Executive Authority is required to keep an up-to-date Operations Management Framework, which includes “an approved service delivery model, a list of all core mandated services provided by the department, mapped business processes, standard operating procedures, services and standards of all services, service delivery charter, and service delivery improvement plan (DPSA, 2016a).

The PSR (2016) provides direction on management of job descriptions, titles, systems of occupational classifications, remuneration, OSD, creation and filling of vacant posts, job evaluation and grading systems, grading of posts and mandates. Furthermore, the Executive Authority needs to revise job descriptions every 60 months (DPSA, 2016a).

3.5.2 The DPSA Operations Management Framework

The OMF issued by the DPSA (as mentioned earlier), consists of four chapters and four framework quadrants on operations strategy, operations design, operations planning and control and operations analysis and improvement. The OMF came into existence through the mandate of the NDP and MTSF which required the DPSA to research and identify solutions that can bridge the gap between strategy and delivery of services (DPSA, 2016b:v).

The OMF is a tool to assist government departments plan, structure and execute their operations in an efficient and effective manner. This purpose of the OMF is integrated into the PSR with respect to service delivery which requires business processes to be mapped, development of standard operating procedures, defined services and a published charter (DPSA, 2016b:v).

The operations strategy is a service delivery model that describes how services will be delivered, the operations design aspect of the OMF, consists of business process management in the form of business processes that support the operations strategy.

The process involves documentation classification, analysis, recording, improving, integrating, measuring, and maintenance of processes (DPSA, 2016b:1).

Outputs of the operations design are standard operating procedures and service standards in the form of quality, time and quantity. Planning and control entails forecasting, planning and controlling, where appropriate, adjusting accordingly. Operational analysis and improvement is about organisational functionality assessment that is used to determine if services that are meant to be provided are available to the beneficiaries in an optimal manner (DPSA, 2016b:1).

Productivity is about translating an institutions input effectively and efficiently into outputs. In contrast, service delivery plans are used to provide continuous and incremental improvement, learning and knowledge management that enables reduction of use of consultants which leads to reduced loss on return on investment (DPSA, 2016b:1). The OMF enables the government to create a platform for building capacity for innovation and capacity building, a transparent Public Service (Government) with a new approach to operations management, requiring new thinking, improves efficiency and effectiveness of government operations (DPSA, 2016b:1).

3.5.3 The DPSA Guide And Toolkit On Organisational Design

The DPSA Guide and Toolkit on Organisational Design (GUIDE) is a document developed by the DPSA in an effort to enable improvement of organisation and capacity of the State. The Cabinet of South Africa in 2006 mandated DPSA to develop this Guide and Toolkit on Organisational Design with the intention to provide a common approach on how to design and maintain organisational structures in government. Key issues stated by the Minister of Public Service at the time, Geraldine Fraser Moleketi, are for the guide to provide a common framework for all practitioners and managers, a practical instrument in the design and maintenance of organisational structures in government. Furthermore, the guide is to serve as a capacity building instrument, sharing of good practices and enabling ease of decision-making in that regulatory compliance issues are also contained in the guide (DPSA, n.d.a:10- exec sum 2). In 2006, it was decided that the Minister of Public Service and Administration

is consulted when the top three tiers of an organisational structure are affected by the restructuring of organisations (DPSA, n.d.a:1).

The GUIDE is written in three sections and contains the overview, which provides for legislative framework and conceptual aspects, organisational structuring process for practitioners and the final section contains the toolkits. Included in the GUIDE are areas on understanding organisational structure and design, the regulatory framework, organisational structuring process which consists of design phases which are stated as diagnosis, determination of requirements, designing the future organisation, business case, implementation plan, monitoring and evaluation. Other areas covered by the GUIDE include Planning and Monitoring, Organisational Restructuring Project, and Managing Change and Transition. Furthermore, the GUIDE has a toolkit section that contains a library of tools for each phase of the organisational design with a total of at least 76 tools. Of note among the tools is the Burke Litwin Model and the business excellence models which are listed as tools for diagnosis, the tools for analysing organisational performance are Benchmarking, SWOT Analysis and Gap Analysis. The SWOT Analysis, McKinsey 7 S model and Brainstorming are listed as some of the tools for identifying root cause of problems (DPSA, 2016b:3-9). There is emphasis that organisational design is not only about drawing boxes but there is a philosophy and principles guiding the process of organisational design that leads to the development of an organisational structure. However, the GUIDE does not prescribe which principles must be followed. Factoring that an approach to organisational design is an important aspect as well as the plethora of organisational theories, organisational design models, organisational structure forms organisational effectiveness models, and employee engagement models, the approach of GUIDE not to prescribe is a prudent one.

3.5.4 The DCS Operations Management Framework

The DCS developed an operations management contained in this operations management framework is the process undertaken to establish some of the reasons of triggers for organisational design. The process entailed development of detailed process maps across head office, management areas, regional offices and

correctional centres to establish the degree to which delivery of services is aligned to the sixth administration. Issues understood to be inhibitors of service delivery are stated as absence of managerial line of sight, support processes that are not responsive, lagging communication flow between head office and operations, convoluted reporting channels, insufficient resources at the correctional centre, shift patterns that are not aligned to optimally deliver on services delivery and gaps on reliability of ICT Infrastructure (DCS, 2021a:9). The operations management framework, then goes on to provide for a proposed operations design as seen in paragraph 5.4.4. The study makes comparison of organisational design from a generic perspective to that of corrections and goes further to look at the impact of organisational design on organisational effectiveness in a corrections environment.

3.6 SUMMARY

This chapter provides details of the corrections environment with respect to purpose, operations and links to other strategies external to the DCS. The work of corrections is multi-interdisciplinary in nature with services that need to be provided in an environment that requires safety to be prioritised. The DCS is a government department with many stakeholders. Furthermore, there are a myriad of governance, legislation and guidelines that the DCS needs to comply with when designing an organisation. This makes organisational design in a corrections environment a complex task. Against this background, the study seeks to understand the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment. Understanding of the corrections environment and design practices in government provide context, content and insights used in the analysis of the study. This chapter closes the formative section of the study. The following chapter is on the research methodology and describes the philosophy, strategy, and process used in conducting primary research.

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 INTRODUCTION AND BACKGROUND TO CHAPTER FOUR

The purpose of this chapter on research methodology is to express research methods used in the study based on statistical principles that provide the appropriate methodology for conducting research on the problem statement and hypotheses. Research methods are specific techniques used to select approaches, measures, means of observing, gathering, measuring, labouing, refining, and reporting data (Neuman, 2014:2). Furthermore, this chapter creates an understanding of how the information from Chapters One, Two and Three is used as the backbone for the study.

4.2 RESEARCH STRATEGY

Decisions researchers make on the approach they take to conduct a study are generally called a research strategy (Vershuren & Dooreward, 2010:155). Saunders et al (2012:680) assert that a research strategy is a process the researcher uses to plan how they will answer a predetermined research question or questions. It provides some form of orientation on how the research will be conducted (Bryman & Bell, 2015:538). Strategies assist in ensuring the research yields sufficient knowledge, and that the required depth of information is elaborated in a manner that clarifies complexity providing for soundness of decisions the researcher uses to conduct the research (Vershuren & Dooreward, 2010:156).

A philosophical stance made through choosing a particular research strategy, has a significant impact on the choice of methodology, data collection methods and procedures for analysing data (Saunders et al, 2019:130-131), and therefore the researcher's positivist philosophy influences the research strategy of the study. Park, Konge and Artino (Park et al) (2019:690) state that "positivism relies on the hypothetico deductive methods to verify a priori hypothesis that are often stated quantitatively", however positivist research does not always rely on quantitative methods, furthermore, Park et al (2019:690) state that positivism is about generating

explanatory associations that lead to a process of predicting and controlling the phenomena in question (Park, Konge & Artino (Park et al, 2019:690). Post positivists, reject the positivist approach of an independent observer in a real world, and pursue objective answers by recognising and working with biases contained in the knowledge and theories the researcher develops (E-International Relations, 2021). A positivist researcher might may develop a hypothesis using existing theory, however it does not mean that a positivist has to start with an existing theory. Original positivists made use of inductive research for empirical data, however in recent times, positivist research is deductive (Saunders et al. 2019:146). Positions of Park et al (2019); E-International Relations (2021) and Saunders et al (2019), provide comfort to the researcher that the adopted stance of positivism with inductive and deductive research, is possible.

The strategy of the research provides the approach the researcher uses to gather and analyse data, (Kothari, 2019:32) and the study makes use of both quantitative and qualitative aspects. The study is cross-sectional in the establishment of elements and models of organisational design, organisational effectiveness and context of employee engagement. The cross sectional aspects are undertaken through primary and secondary data. The study is longitudinal in understanding if organisational effectiveness in a corrections environment can be sustained over a period of three years (2018/19 to 2020/21 as active period for this study). The DCS strategic planning documents are used to obtain data for longitudinal aspects of the study.

4.3 RESEARCH DESIGN

A research design is a process of how research question(s) will be designed and answers collected. The design contains research goals, specifies the sources from which data will be collected and factors any constraints that may be experienced such as access to data, location, resources including possible ethical issues that may arise (Saunders et al, 2019:173). The research design solves the issue of matching research activities with the research goals including quality standards and procedures within the available resources. It also enables the researcher to find a way to convince

a particular audience that the research is useful and credible (Young & Miller, 2007:78).

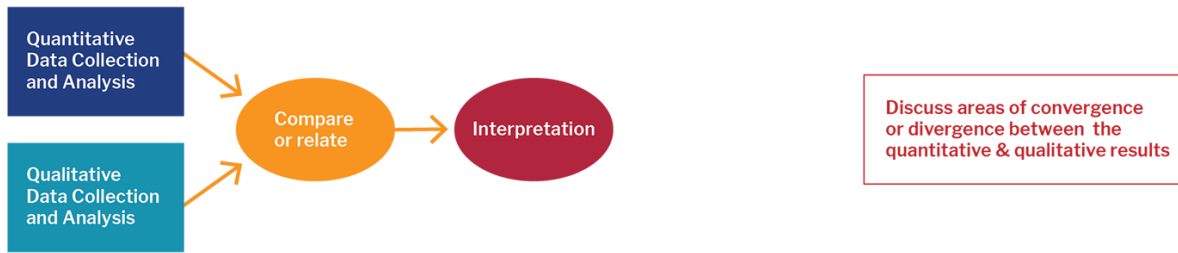
Research design is an outcome of a structured planning process relating to how the researcher goes about specifying and selecting tools of research. This includes the universe being considered for studies, elements of the study, sampling techniques, data gathering, and models of analysis. The design must be in detail and the research design can occur before the commencement of the research or can unfold in an organic manner as the research proceeds, making it opportunistic. Furthermore, the theory of design in multi-method research is more evolutionary and adaptive as in Darwinian evolution (Oxford Library of Psychology, 2015:185).

Decuir-Gunby and Schutz (2017:3) opine that “mixed methods research enable the researcher to make use of multiple world views, multiple methods and different theoretical approaches”. In addition, Ngulube and Ngulube (2015:1-3) suggest that mixed method research (MMR) provides the researcher with the “ability to answer research questions that other methodologies cannot, and creates the possibility of simultaneously developing and verifying theory in the same study.” MMR contributes to better development of theory, a comprehensive understanding of a phenomenon and better achievement of the purpose of the research (Ngulube & Ngulube, 2015:1-3). Triangulation designs enable simultaneous collection and analysis of information in MMR. It provides for ease of development of a comprehensive view of the matter under investigation based on the results being compared. Furthermore, data collected through quantitative approach in explanatory designs is explained or further expanded through the use of qualitative data (Ngulube & Ngulube, 2015:4-9). In MMR, there are several designs researchers can adopt for their research and these are “**convergent parallel design, explanatory sequential design, exploratory sequential design, embedded design, transformative design, and multiphase design**” (Watkins & Giola, 2015:32-33). Moreover, the use of mixed methods by the researcher conveys sophistication and gives credibility to the study (Creswell & Clark, 2018:401). Basic MMR designs are illustrated in Figure 4.3-1:

FIGURE 4.3-1 BASIC MIXED METHODS RESEARCH DESIGNS

BASIC MIXED METHODS RESEARCH DESIGNS

Convergent Parallel Design



Explanatory Sequential Design



Exploratory Sequential Design



Source: [HCAT_MMR_sm.png \(1400×914\) \(harvard.edu\)](#) (Harvard Catalyst, 2023)

Figure 4.3-1 shows the basic mixed methods research designs, namely, convergent parallel design, explanatory sequential design and exploratory sequential design. Convergent parallel design consists of taking qualitative and quantitative data collection and analysis, and comparing or relating the two and then interpreting the data. Areas of convergence or divergence between the qualitative and quantitative results should then be elaborated on.

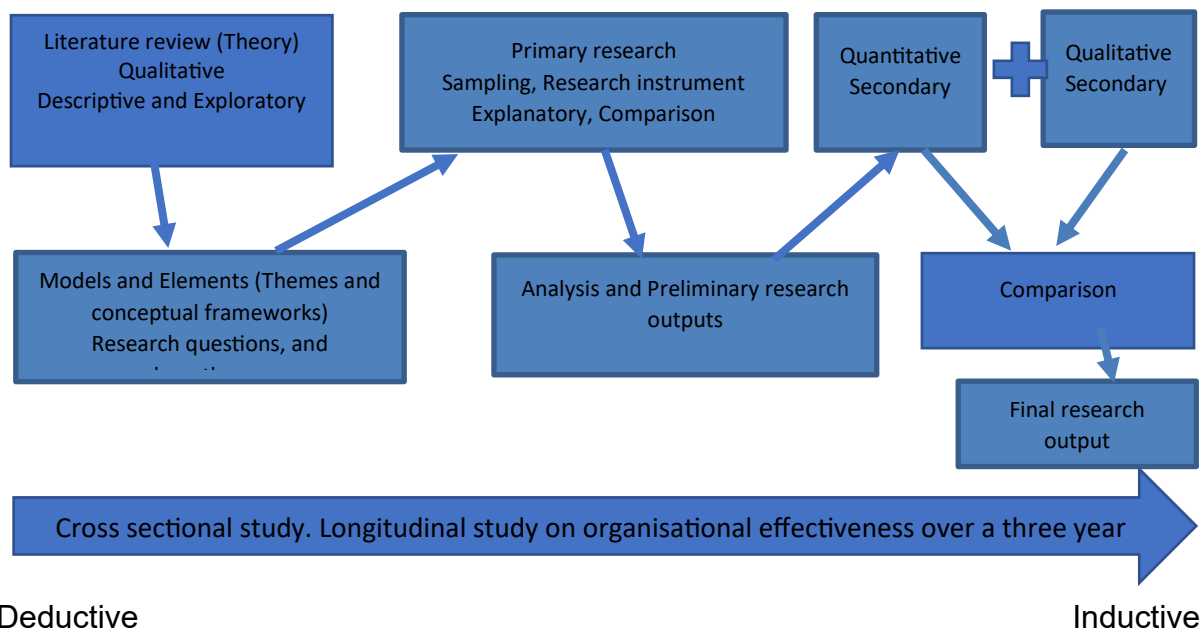
Explanatory sequential design starts with quantitative data collection and analysis and then follows up with qualitative data collection and analysis, which leads to interpretation. This helps to determine what quantitative results need for further explanation. Exploratory sequential design starts with qualitative data collection and analysis, and builds to quantitative data collection and analysis, which leads to interpretation. In this design, the qualitative results are used to develop a new instrument or taxonomy for quantitative strand (Harvard Catalyst, 2023).

This study makes use of mixed methods research design, it is, an explanatory sequential and exploratory sequential design as reflected in figure 4.3.1.

4.3.1 Mixed Method, Exploratory, Explanatory, Sequential Research Design

Figure 4.3.1-1 depicts the sequence of activities taken by the study in conducting the mixed method exploratory, explanatory sequential research design.

FIGURE 4.3.1-1 MIXED METHOD EXPLORATORY, EXPLANATORY SEQUENTIAL RESEARCH DESIGN



The study makes use of mixed methods that through a positivist approach for secondary data and a phenomenological approach for primary data. The study commences with literature review as detailed in figure 4.3.1-1 above and explores theoretical concepts by undertaking literature review that provides basic understanding of the models, theories and scholarly opinions on organisational theory, organisational design, organisational effectiveness and employee engagement as detailed in Chapter Two. Theoretical models provide for comprehensive concepts that explain what the elements of organisational design, organisational effectiveness and employee engagement are. These are discovered from information obtained from literature review of books, journals, online journals, papers, the Internet and printed material. The existence of a universal theoretical model of organisational design, and

a universal theoretical model of organisational effectiveness together with their elements is explored through collection of information obtained from literature review.

The study is conducted four parts as follows The study commences with a deductive assumption that all of organisational design and organisational effectiveness models have elements that make them complete as in a model and these elements are the same across all models (universal models) as detailed in hypotheses one and two, in Chapter 1.5.2.

Watkins and Giola (2015:32-33) believe the exploratory sequential design is used in the initial phase to establish theoretical frameworks, and this belief is supported by Maduenyi et al (2015) who makes use of secondary data to develop formative knowledge in an exploratory manner. The research adopts this stance and makes use of secondary data to explore and discover existence of theoretical models of organisational design, organisational effectiveness and employee engagement.

Part one of the study begins with exploring through the lenses of hypothesis one and two as stated in Chapter 1.5.2. During literature review, all data that relates to a specific model is described in a thematic manner under that model until all themes in the model are exhausted. These themes are taken as elements of the specific organisational design, organisational effectiveness models and employee engagement models. In some models these elements are explicit as in the Galbraith's five star model and in other models they are not clear as in the Maureen and Angela's (2010) change models. The embedded aspect of the study means parallel to the identification of models, comparative analysis is utilised to understand if these elements are found in all models, thus confirming if there is a model that is universal or generic for organisational design, and organisational effectiveness. The study makes use of tables in Microsoft excel to record secondary data enabling ease of comparison of elements across models. The assumption is that if all themes are found across all models discovered in the literature review, then there is a likelihood of a universal model for organisational design, organisational effectiveness and employee engagement.

Part one of the study is in line with the thinking of Olivier (2014) and Davidson (2003) as well as normal research methods, in that literature review is used to understand the existence of models in general (explanations). The qualitative data obtained through

exploratory sequential design method together with the research questions in Chapter 1.5.1 and the hypothesis three to nine in Chapter 1.5.2, are used to influence the design of the questionnaire used to collect primary data. This leads to the second part of the study, which makes use of explanatory sequential design to understand if these elements exists in a corrections environment as stated in hypotheses three and four above.

Watkins and Giola (2015:34) explain that embedded designs are ideally suited to research that requires different questions and different approaches to enhance the research. The embedded design approaches, means that questions on models and elements of organisational design and organisational effectiveness are posed to the participants to obtain a deeper understanding of the models and elements of organisational design, organisational effectiveness and employee engagement, with a focus on the corrections environment. This makes up for the phenomenological aspect of this mixed methods study and brings reality to issues of organisational design, organisational effectiveness and employee engagement in a corrections environment based on the life experiences of the participants.

This second part of the design is partly exploratory sequential design in that it seeks to discover if elements of organisational design and organisational effectiveness in a corrections environment are the same common elements discovered in the first part of the study.

Primary data obtained from one-on-one interviews and the common elements of organisational design and organisational effectiveness, discovered in the first part of the study, is used to observe the existence of elements of organisational design and organisational effectiveness in a corrections environment. Tables and tallies are used to compare common elements observed in the initial phase of the study with those discovered from primary data in the second phase of the study, and this is accompanied by descriptive analysis of the primary research study.

Collection of primary data includes understanding the impact of organisational design on organisational effectiveness in a corrections environment with the intention to discover hypothesis six, which is on the impact of organisational design on employee engagement, hypothesis seven, on the impact of employee engagement on organisational effectiveness and hypothesis eight which seek to uncover if the impact

of organisational design on organisational effectiveness in a corrections environment can be sustained as in hypothesis nine. This approach is in line with the embedded mixed methods design of the study.

Further literature review is conducted on a sample of documents from the DCS, and oversight bodies such as National Treasury and DPSA in order to explore for content and context that demonstrate existence of models and or elements of organisational design, organisational effectiveness and employee engagement in the corrections environment. This provides for triangulation of data obtained from primary data. A heat map is used to discover if elements of organisational design and organisational effectiveness are found in these documents.

The third part of the study is to understand the impact of organisational design on organisational effectiveness from a generic model as in hypothesis five, and within a corrections environment as in hypotheses six. The embedded design of the study is such that some aspects of the study are carried out simultaneously as in hypothesis, six, seven, eight and nine that are observed in the second part and the third part of the study.

The fourth part of the study seeks to understand if the impact of organisational design on organisational effectiveness in a corrections environment can be sustained as in hypothesis nine. The period of sustainability is linked to the period of the study that relates to the documents of DCS which is three years (2018/19 to 2020/21)

Opinions and different explanations from literature review and primary data are captured throughout the study as they occur and are analysed for impact. Analysis consists of a mixed methods in form of describing the data, summarising this data through use of inferential statistic such as mean. median mode and chi square test. Furthermore comparison is made to discover any matches of data between different scholars, between participants and between secondary data and primary research. This approach provides integration of the mixed methods used in the study providing for “varied and extensive results (KOPPA, 2021).

Additional quantitative aspects of data are obtained through the explanatory sequential design aspect of the study with the use of numeric secondary data obtained

from the DCS reports. This numeric data is in form of budgets, number of inmates, number of correctional centres to name a few.

Qualitative research is always guided by theory, with critical paradigm choices being positivism or interpretivism. Qualitative research is, therefore, driven by theoretical views and beliefs of those involved with the study (Lapan et al, 2012:69). In this study the positivistic ontology of the researcher interacts with the beliefs of the content providers in form of secondary data and primary data to emerge with a mixed method design.

Independent variables are seen as the root causes in defining relationships of a study. The independent variables are said to impact on the dependent variable through an intervening variable, which also influences the dependent variable (Young & Miller, 2007:81). In this study, the independent variable is the organisational design, the dependent variable is organisational effectiveness, employee engagement is a secondary or intervening variable and organisational theory being an extraneous or confounding variable. Confounding variables are environmental issues that have material impact on the dependent variable. However, the variable has little or no control of itself (Young & Miller, 2007:82).

The study as stated above, has an embedded approach in that literature review continues throughout the duration of the study, with analysis of data from various documents of DCS taking place as the data is gathered.

The exploratory aspects of the study means that different theories and disciplines of business management public administration, organisational theory and corrections environment that are disciplines of the organisational theory are seen as confounding variables with material influence on the study. Furthermore, various disciplines that make up an organisation such as Finance, Operations, Facilities, Human Resources, Legal etc, are assumed to be confounding variables of the study and, are included in the analysis of data as and when appropriate. The pragmatic epistemology of the researcher influences the research design to validate the existence of the variables in a corrections environment and seek to understand how such confounding variables influence organisational design, organisational effectiveness and employee engagement. According to Young and Miller (2007:82), relationships between

variables are the building blocks of explanatory and causal relationships in a study. Special care is required when attending to different variables that tend to provide too much detail and could result in the study being lost in the undifferentiated data (Young & Miller, 2007:82).

The design of data collection tools seeks to verify and explore further information through use of quantitative and qualitative methods, the existence and elaborations of theoretical concept explanations established during literature review (Ngulube & Ngulube, 2015:5). The pragmatic epistemology of the researcher introduces caution of consequence management, specifically when it relates to human beings who, according to the Kenan Institute of Ethics at Duke University (2020), are complex with conflicting and competing traits. This caution is the key driver of the mixed method research, in that throughout the research, subjective matters from different scholars and disciplines are brought into the research on an ongoing basis. These subjective matters include issues raised by relevant stakeholders such as the SCOPA and Parliamentary Committee. The complexity of the study universe and the corrections environment, provides for a real-world ecosystem that is not static, hence the multi inter disciplinary (transdisciplinary) approach to the study. The transdisciplinary approach is research that includes non-academic stakeholders and integrates knowledge across different disciplines, and is about significantly engaging stakeholders through-out the research, thus providing for a rich substrate with which to ground transdisciplinary research (Utrecht University, n.d.).

Understanding of organisational design is premised upon understanding the ecosystem and processes that an organisation uses for its operations. It is assumed that components of an organisation are made up of elements that are arranged in a certain manner within the environment in which they exist, and constitutes of elements that make them whole. Such elements may or may not be visible at all times. This can be likened to the chemical representation of H₂O for water whose particles can only be seen as a collective at a point when H₂O is in its solid form, when H₂O is gas particles water cannot be seen, or a car that is made up of many components most of which are not visible but are essential to the operation and efficiency of a car.

The assumption is that even though models are comprised of elements that make them complete, there could be variations of elements for such models.. This pragmatic

epistemology results in the research philosophy being that of a positivist approach for secondary data and phenomenological approach for primary data. The pragmatic epistemology of the researcher results in the study being of a multi-disciplinary approach with a mixed method research and longitudinal in nature.

4.3.2 Research Questionnaire Design

The research questionnaire responds to the hypotheses and themes discovered during the literature review on organisational design and organisational effectiveness, employee engagement and organisational theory. The questions in the questionnaire are influenced by the formative literature review on elements and models of organisational design and organisational effectiveness, as well as employee engagement in Chapter Two and Three therefore, providing context of the research questionnaire.

The questionnaire for this study is designed to solicit information, knowledge and wisdom on organisational design, organisational effectiveness and employee engagement in a corrections environment from participants. The questionnaire is developed in a structured manner in that it is sequential, enabling the participant to make use the information relating to the previous question to build on their understanding in a progressive manner, making it easier to relate to questions that follow. The questionnaire is standard for all participants making it easy for the study to compare responses with the concepts observed during the literature review (Watkins & Giola, 2015:32-33). The questionnaire is developed in a manner that enables validation of existence of common elements of organisational design organisational effectiveness, and employee engagement identified during the formative part of the study. The study includes elements of consultation in support of the SDGs, technology to understand issues of 4IR and Corona Virus (COVID-19) to understand its impact experienced during the time of the study. The SDG's , technological issues of 4IR and COVID-19 are part of organisational theory which is a confounding variable in the study.

The questionnaire confirms biographical details, including the age of the participant and number of years they have worked at the Department to ensure that the sampling

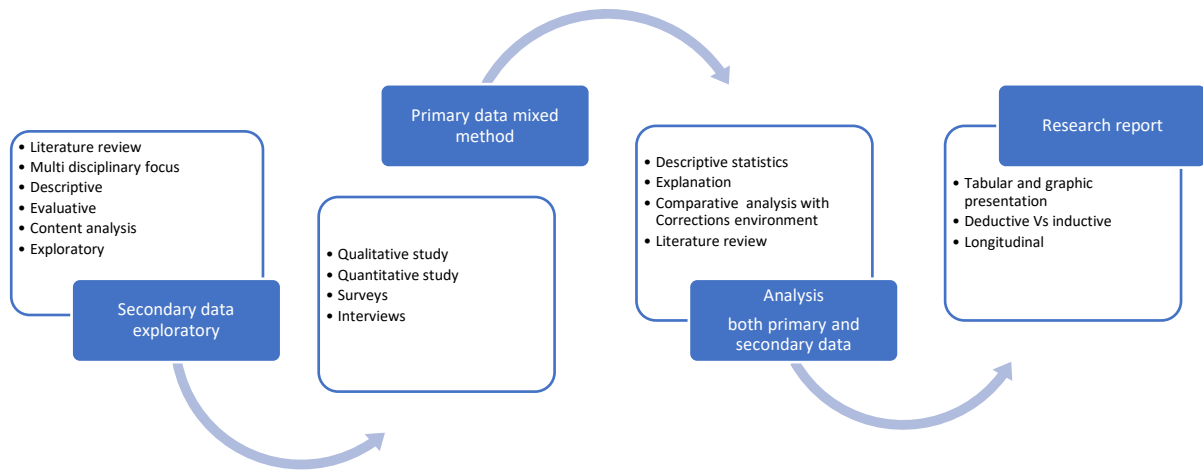
framework is complied with. The questions are mixed, consisting of open-ended, closed-ended and Likert scale type of questions. The Likert scale type of questions comprise quantitative aspects of the study. Obtaining information through interviews, a phenomenological research, provides the study with the ability to obtain in-depth information from participants and leverage on verbal cues, comparison of data, and the ability to validate issues that cannot be obtained from literature review (Saunders et al, 2019:434-435). The one-on-one nature of the interviews enable the researcher to be explorative and leverage on the depth and breadth of management and corrections experience these respondents possess in a conversational manner and gives the study a rich content and reality that cannot be achieved through a survey, focus groups or secondary data.

4.4 RESEARCH PLAN

Arranging ideas in form of a plan in research is called a research plan. A research plan is a guide on the steps the researcher takes to conduct a study. It provides a summary of actions together with milestones to be taken in conducting the study, and gives comfort that the research has been thought out (Kothari, 2004:53), and can be done within the defined time frames.

The research plan depicted in Figure 4.4-1 provides an overview of main activities that are carried out to conduct the study, as well as the associated milestones.

FIGURE 4.4-1 RESEARCH PLAN

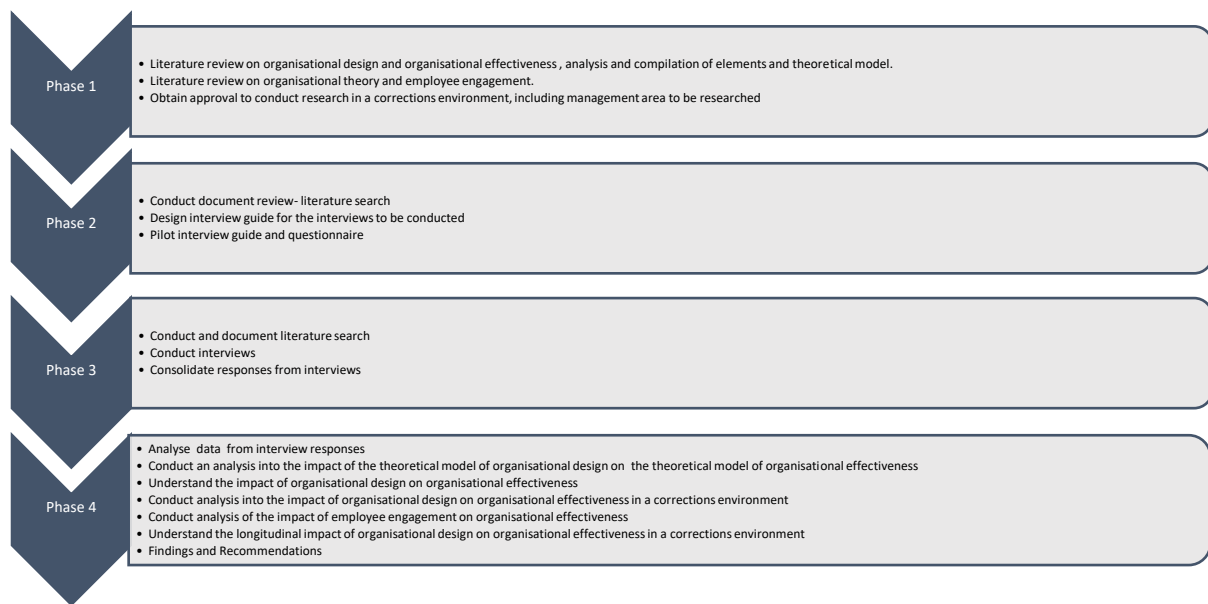


The research plan depicted in Figure 4.4-1 is a pictorial description of the actions the study takes from collecting and analysing secondary data for exploratory and formative purposes, making use of the data to develop questions used to collect primary data, analysing this primary data together with the secondary data and resulting in a research report. The process of conducting research is not clinical and consists of iterations and in some instances, one methodology of collecting data is embedded into another during collection of data (Saunders et al, 2019:184). During this study, the process of discovering organisational models, information on elements of organisational design organically emerge, together with information on the impact of organisational design on organisational effectiveness and the context of employee engagement, hence the embedded design. This information is either categorised into themes, presented in tables, tallied, mapped, or analysed as it emerges depending on the stage that the researcher is at the time the information emerges.

4.5 RESEARCH JOURNEY MAP

The research journey map depicted in Figure 4.5-1 provides an implementation summary in the form of actions that are broken down into phases. It provides an explanation of the research process at each research phase.

FIGURE 4.5-1 RESEARCH JOURNEY MAP



The Research Journey map depicted in Figure 4.5-1 is an overview of the systematic method that is used to conduct the research over the four phases. These four phases are linked to the mixed method exploratory sequential research design stated in section 4.3.1, and the research plan in Figure 4.4-1.

4.6 RESEARCH UNIVERSE

The research universe, the Department of Correctional Services, is purposively selected based on the researcher's exposure to the corrections environment. Security and safety are critical aspects of every South African and contribution of knowledge on organisational design, organisational effectiveness and employee engagement in a corrections environment not only assists with insight that may lead to better corrections management, but has the potential to assist the country to work towards achieving the NDP Vision 2030 where people live freely doing things, they love to do in a country that is cohesive and economically prosperous (National Planning Commission, 2011).

The research population consists of a list of 50 ex-employees and current employees of the department who are close to retirement. The initial list consisted of names known to the researcher and of the few existing employees some of which were close to retirement. These employees volunteered to be included in the study in their individual

capacity. The remainder of the names on the list is a result of soliciting for names of employees that have left the department from other participants. This gross list formed the population register of the researcher.

The study is conducted in a corrections environment, and the sample frame consists of volunteers that have worked in a corrections environment in South Africa. All volunteers participate because of the value they perceive they can contribute to the study and the corrections environment. Furthermore, volunteers participate on conditions of anonymity with a condition that any proprietary information of DCS will not be discussed.

The study does not put a time limit of how long ago the individual last worked for the department. The experience of a corrections environment is sufficient for the purpose of the study. However, regardless of volunteering their participation, participants are purposively selected (Taherdoost, 2016), and there is bias for those who have worked in senior management and middle management service. Sampling for interviews is based on non-probabilistic and purposive approach with a snow balling effect, in that while conducting the interviews, the researcher solicits for additional names from the participant. The fact that the researcher worked for the DCS for many years assists in that when respondents were contacted to volunteer their participation, those who remembered the researcher were keen to participate. The complexity of corrections as discussed in Chapter Three requires matured participants who can provide objective responses. The study assumes that participant maturity materially contributes to a better understanding of issues in such a complex environment as corrections in that such participants can focus on corrections without putting their personal interests first. Furthermore, the study assumes that the period of time one spends working in a corrections environment enables the individual to have the depth of understanding of the nuances of a corrections environment discussed in Chapter Three.

4.7 SAMPLING METHODS

Taherdoost (2016:18) asserts that a researcher cannot collect data from everyone in the research population and needs to make use of sampling techniques to select fewer

respondents. Sekeran (2003:266-267) asserts that identifying subjects that will be eligible to respond to the researcher's data gathering tools is a requirement for the researcher and goes further to state that a sample needs to be chosen through a structured method in line with the research method and should consist of sufficient number of respondents. United Nations Children's Fund (UNICEF) (2014:70) suggests that sampling is used by scientific researchers to help reduce selection bias, and asserts that there are generally three clusters of sampling, namely, probability sampling, purposive sampling and convenience sampling.

In probability sampling, elements being sampled have clarity of how they stand a chance to be selected, whereas in non-probability sampling, elements being sampled have no clarity of how they stand a chance to be selected (Sekeran & Bougie, 2016:240). Sekeran and Bougie further state that, it is not necessary to include all members of the target population. Reasons for sampling range from time and resource management to cost effectiveness (Sekeran & Bougie, 2016:240)

This study makes use of non-probability sampling in the form of purposive sampling which makes analytical inferences about a given population; the sample is based on pre-determined criteria (UNICEF, 2014:7-10).

Use of purposive sampling enables the researcher to choose subjects best suited to the study (Sekeran, 2003:267-277) and entails rejecting those whose profile does not suit the purpose of the study resulting in more accurate results. However, the findings may not be representative of the interest of the greater population. However, such findings are qualitatively generalisable (Alchemer, 2021). Furthermore, Alchemer (2021) believes purposive sampling to be a technique that is versatile and can be tailored to enhance the effectiveness of the survey.

Snowballing or chain referral sampling begins with a non-probability form of sampling in form of convenience / purposive sampling of initial subjects who serve as seeds for recruiting the first wave of participants who then become seeds for the next wave of participants (National Library of Medicine, National Centre for Biotechnology Information, 2011)

4.7.1 Sample Size

Sekeran (2003:287-294) believes precision in sampling is about the degree of accuracy of the estimate and confidence is about the degree of certainty that the estimates shall be true for the population in question. Furthermore, it determines how certain the researchers' estimates are true for the population in question. There is a statistical formula to determine a sample size, with some scholars proposing guidelines based on numbers, resulting in other scholars pointing out to a table that can be used to determine the sample size (Sekeran, 2003:287-294).

Curwin and Slater (1996:229) posit that sample sizes can range from 30 to 3000 with general marketing research companies polling on sample sizes of about 1000. If a sample is of homogenous nature, then a sample size of one would be sufficient. However, samples of below 30 are generally not as stable as those above 30. Guest, Bunce and Johnson (Guest et al) (2006:76) demonstrate that if the intent of the study is to establish a shared experience or belief among a homogenous group, a sample of 12 is adequate, as in their Nigerian study. Furthermore, Guest et al, (2006:76) confirm that saturation for non-probabilistic purposive samples occurs at 12 interviews with some elements of meta-themes being present in as early as six interviews. The study in line with Guest et al seeks to conduct 12 interviews and ends up conducting 13 interviews as a result of a volunteer who insists on being part of the study after 12 interviews have been conducted.

4.7.2 Sampling For Secondary Research

In this study, sampling for secondary research makes use of a non-probability purposive sampling based on the researcher's epistemology, which influences the choice of documents and relevant information to the study. Key words are initially used to search for data. Documents and information sampled for literature review provide context, content, theory, and discipline-specific information required to understand the elements of organisational design organisational effectiveness, organisational theory and employee engagement. The selection of documents and information used, therefore, provide information required for understanding the subjects of the study and

building theories that enable critical analysis of the research matter. This purposive sampling of documents and information used for literature review creates bias towards issues of organisational theory, organisational design, organisational effectiveness and various disciplines that inform the form and nature of an organisation.

Secondary data used in form of DCS documents and documents emanating from the governance structures of the public sector, such as Standing Committee on Public Accounts (SCOPA) and DPSA can create some form of unintentional bias based on the reasons behind the development of such documents. These documents are developed for different reasons from that of the study. Some of the documents sampled consists of the DCS Strategic Plans, Annual Performance Plans, Annual Reports, Reports from Parliament, SCOPA, DPSA and National Treasury. Furthermore, scholarly articles on organisational design, finance, HR, operations, and the corrections environment, in form of books, journal articles, publications, research papers and the internet were sampled to provide the basis of context, content, theory, insights and opinions of the study.

Documents that relate to the strategic issues of the department cover a period of three years from the financial year 2018/19 to 2020/21. This delimitation of the study timeline is to understand the longitudinal impact of organisational design on organisational effectiveness over the study period. The longitudinal impact of organisational design on organisational effectiveness, if positive, has a potential to support the aspirations of the Government including the NDP Vision 2030 and SDG16. Moreover, Unisa Library provides access to numerous databases some of which are used as sources of secondary data and some of the secondary databases offered by Unisa Library are SABINET, Emerald, Encore, Google Drive, SA ePublications and Nexus, as well as access to other libraries in the network. Sources of information from Auditor General, Parliamentary Monitoring Group, DCS, books, journals and internet are included as part of data collection.

4.7.3 Sampling Of The Department Of Correctional Services Documents

Non-probabilistic, purposive sampling is used to select the departmental documents to be used to observe the existence of elements of organisational design and elements

of organisational effectiveness in the corrections environment. Documents sampled provide governance requirements to the department as well as strategic direction or policy. Table 4.7.3-1 provides a sample list of the DCS documents.

TABLE 2.7.3-1 SAMPLE LIST OF DCS DOCUMENTS

No	Name of Document	Reason for being purposively sampled	Number of Pages
1	Public Service Regulations amended in 2016	Provides guidelines and governance framework for managing in the Public Service. It contains rules for operations and HR management in government	Not relevant
2	National Treasury regulations	Provides guidelines and governance framework for financial management in government	Not relevant
3	SCOPA	Oversight body responsible for ensuring accountability on spending plans against funds provided to government departments	Not relevant
4	PFMA	Legislation on financial management and discipline in government	Not relevant
5	Portfolio Committee	Oversight body on performance of the department in government based on department's strategies, annual performance plans and reports	Not relevant
6	DCS Strategic plan 2015 to 2020	Provides for strategic outcome-oriented goals for a period of five years that is aligned to the MTSF	91
7	DCS Strategic Plan 2020 to 2025	Provides for strategic outcome-oriented goals for a period of five years that is aligned to the MTSF	179
8	DCS Annual Performance Plan 2018/19	Provides for operational plans and targets the department will deliver on in the coming year. These are also aligned to the MTSF and the MTEF	116
9	DCS Annual Performance Plan 2019/20	Provides for operational plans and targets the department will deliver on in the coming year. These are also aligned to the MTSF and the MTEF	112
10	DCS Annual Performance Plan 2020/21	Furnishes information on operational plans and targets the department will deliver on in the coming year. These are also aligned to the MTSF and the MTEF	172
11	DCS Operations Management Phase II Report	Consists of method and process for developing the Operations Management Framework of the department including the definition of the operations model of the department	66
12	DCS Annual Report 2018/19	Provides annual financial statements, state of the operating environment of the department including achievement of strategic objectives or strategic priorities as set out in the Annual Performance Plan in line with the Strategic Plan	240

13	DCS Annual Report 2019/20	Furnishes information on annual financial statements, state of the operating environment of the department including achievement of strategic objectives or strategic priorities as set out in the Annual Performance Plan in line with the Strategic Plan	230
14	DCS Annual Report 2020/21	Provides annual financial statements, state of the operating environment of the department including achievement of strategic objectives or strategic priorities as set out in the Annual Performance Plan in line with the Strategic Plan	308

The study makes a list of documents depicted in Table 4.7.3-1 whose content is used to develop the heat map that demonstrates the existence of elements of organisational design and organisational effectiveness in a corrections environment. These are the main documents used to triangulate data in the understanding of existence of common elements of organisational design and organisational effectiveness in the corrections environment. Furthermore numeric information in form of number of inmates, budgets and correctional centres to name a few are obtained from these documents stated in Table 4.7.3-1, and this includes data that relates to the longitudinal aspects of the study.

4.7.4 Sampling For Primary Research

The purpose of the primary research is to understand if the elements of organisational design and organisational effectiveness in a corrections environment are the same as those identified during the formative aspect of the study in Chapter Two. Furthermore, it seeks to find out if organisational design has an impact on organisational effectiveness and if employee engagement has an impact on organisational effectiveness in a corrections environment.

The aim of the study influences the size of the sample in qualitative studies; the richer the dialogue in the study the smaller the sample size (Sim, Waterfield & Kingstone (Sim et al), 2018:4). Senior Management Service (SMS) and Middle Management Service (MMS) roles tend to expose employees to more strategic work that focuses on policy, planning, monitoring and evaluation whereas supervisory roles are at the heart of the operations where implementation of policies and planned interventions

take place. The nature of the roles and responsibility of the SMS, MMS and supervisory roles exposes them to work that creates a deeper and richer understanding of issues relating to organisational design, organisational effectiveness and employee engagement. There is recognition that homogeneity is based on the exposure and experiences the sample frame has with respect to DCS. In addition, there is consideration that different respondents bring their individual experiences and individual differences into the homogenous workplace. Where respondents are of homogenous nature, Curwin and Slater (1996:229) believe that a sample size of one person can be sufficient, though they caution that sample sizes of below 30 are not as stable as those above 30. The target population for the study is ex-employees of DCS who worked at SMS, MMS and supervisory levels for at least three years or more. This is to ensure that respondents have sufficient knowledge of the corrections environment. Participants outside SMS, MMS and supervisory level criteria, as well as those with less than three years' experience in the corrections environment are excluded from the study.

4.7.5 Sampling Of Respondents

Purposive sampling is aimed at participants who are acquainted with the information about the research subject or have access to the desired information (Sekeran & Bougie, 2016:248). Respondents who understand the research subject are mainly found in people that have worked for DCS in senior roles that are positioned at Head Office, Regional Offices, and Management Areas. It is possible to find respondents who understand the research subject at Correctional Centres, however they are found at senior management levels, such as the Head of Correctional Centre.

While sampling for primary research focuses on people that have worked in a corrections environment, other characteristics are used as filters and these include the role the respondent fulfilled when they were working for DCS. The purposive sampling specifically targets DCS ex-employees over the age of 30 and have worked at SMS, MMS and supervisory roles for a minimum period of three years. The study assumes that a period of three years enables a person to have a better understanding of the

corrections environment and the associated strategic management aspects attached to the position.

The study conducts 13 interviews in line with findings of Guest et al. (2006:76) as stated in section 4.7.1. Fusch and Ness (2015:1408) agree in principle with Guest et al (2006) and contend that data saturation is reached when the ability to obtain new information has been reached and there is sufficient information to replicate the study (Guest et al, 2006:76).

The purposive sampling with snowballing begins with the development of an initial list of 14 respondents known to the researcher and have worked in functions that interact with strategy and organisational design in middle to senior management levels in the department. The researcher has permission to be in possession of the contact details of these 14 respondents as they were obtained directly from respondents. Included in these 14 respondents, are five current employees of the department who have an idea that the researcher is undertaking this study, and had volunteered to be included in the data collection.

4.8 DATA COLLECTION

This section on data collection provides details on how primary and secondary data is collected for the study in line with the non-probabilistic, exploratory sequential and explanatory sequential, mixed method research design. Data regardless of whether it is primary or secondary enables the study to answer identified research questions. Furthermore, “data must be considered suitable prior to being collected” (Saunders et al, 2007:275). Evaluation of suitability of data is performed during the process of reviewing literature and this is part of discovering theoretical models. Searches for literature through use of key words, and scheming through articles to assess and discover if information contained in such articles is suitable for the study in a manner that enables sound judgement in observing theoretical models and elements thereof. In research there are five major strategies used to collect data. These are surveys, experiments, case study, grounded theory and desk research (Vershuren & Dooreward, 2010:157). This study makes use of surveys for primary data in the form

of structured interviews, through use of an interview guide and desk research for secondary data.

Quantitative approach from a statistical point of view, is data collection methods that include numerical data, and is supported by descriptive statistics that analyses data through use of graphs and bar charts. Conversely, qualitative approach is a method of collection of data that makes use of non-numerical data analysis and makes use of subjective statements as part of the analysis (Saunders et al, 2007:173). A precise numerical count of an event, including issues of behaviour, knowledge, opinion, and actual attitude constitute quantitative research (Cooper & Schindler, 2014:664). According to Bryman and Bell (2015:537), “quantitative research places emphasis on quantification in the collection of data and analysis”. It has a deductivist and objectivist approach and integrates easily into a model of natural sciences because it is strongly influenced by positivism (Bryman & Bell, 2015:537). Themes are observed and a Likert scale is used to collect knowledge and opinions, such is counted and analysed quantitatively as stated by Cooper and Schindler (2014). The aspects of longitudinal study include observation of numerical data contained in strategic documents of the DCS that are produced annually during strategic planning periods. Collection of such data is for a period of three years in order to cover the longitudinal timeline of the study. Contained in these documents are numeric issues such as budgets, employee numbers, number of inmates or performance indicators, therefore, providing for additional quantitative aspects of the study.

The phenomenological aspects of the study is covered by development of a questionnaire in form of an interview guide that is used to validate the elements of organisational design and organisational effectiveness and context of employee engagement in a corrections environment. This questionnaire is used for interviews with all participants. The study uses a sample size of 13 interviews for data collection, but theory considers the point of saturation to be reached when 12 interviews have been conducted, or there is no new themes emerging or new information that is challenging the observed themes.

Collection of data is an ongoing process as and when required to address gaps that may be identified during the research.

4.8.1 Data Collection Methods

Data collection methods is a process used to collect data by the researcher. This provides the researcher with first-hand understanding, insight and knowledge about the research problem (United Nations Children's Fund (UNICEF), 2014:8). The study collects data to gain deeper understanding of organisational theory, organisational design, organisational effectiveness and employee engagement as stated by UNICEF. Secondary data is collected through scholarly articles, books, internet, journals, DCS documents in form of literature review and primary data through surveys in form of structured one-on-one interviews supported by an interview guide that contains standard questions for consistency. The following section describes collection of secondary and primary data.

4.8.2 Collection Of Secondary Data

Data collected from DCS, is mainly from documents listed in section 4.7.3 above, including literature from books, internet, journals, publications. DCS strategic documents in form of Strategic Plans, Annual Performance Plans (APP's), and Annual Reports. These are the main input documents for this study in that they contain the strategic objectives and mandates of the department which define the purpose of DCS. Organisational design, according to Onday (2016) and Akpan and Nsien (2017), is about achieving the purpose of an organisation. The collection of data includes review of other strategic documents that cover the three year period of the study and factor the purpose of existence of DCS as influenced by Onday (2016).

4.8.3 Collection Of Primary Data

The purpose of collecting primary data is to validate and explain theoretical models and elements observed through use of secondary data in order to understand if these elements or models exist in practice in a corrections environment. Furthermore, understanding the impact of organisational design on organisational effectiveness in a corrections environment is the main purpose of the study.

Data obtained by the researcher is more valuable in that it provides the researcher with firsthand information on how participants, think, feel and behave around the research topic, thus being more credible than other sources of data (Harvard Business School On Line, 2021).

The research universe for the primary data remains the corrections environment (DCS) in South Africa for the authenticity of the study. The research population comprises employees that have left DCS with the total population of 50 ex-employees together with a few current employees of DCS as stated in section 4.7.4.

The researcher uses questionnaires developed in a manner that addresses the hypothesis, research questions and themes in the form of models and elements of organisational design and organisational effectiveness discovered during the formative literature review in Chapter 2. The questions, therefore, are developed to provide information relating to organisational theory and elements of organisational design, organisational effectiveness, and employee engagement. The 4IR, United Nations Sustainable Development Goals and COVID-19 are subjects of organisational theory and form part of confounding variables in the study hence the inclusion of questions relating to such in the interview guide. The questionnaire consists of open-ended and closed-ended questions requiring responses that produce qualitative and quantitative data. This is premised on Creswell (2009:217) who states that information can be reduced to numbers in both qualitative and quantitative research (Creswell, 2009:217).

The researcher contacts the initial list of 14 people, provides them with an overview of the study and requests that they volunteer to participate in the study. The responses range from a straight no to stating that they will get back to the researcher. Some of the respondent never get back to the researcher and this is taken as not being interested. Those who accept to volunteer to be included in the study are asked to suggest names and contact details of additional people to be included in the study. This is in line with the purposive sampling and snowballing approach of the study. The proposed names of respondents are screened to ensure they meet the sample requirements of the study, in addition the researcher confirms that permission to share contact details with the researcher has been obtained from the suggested name. This

ensures that there is compliance with POPIA Act which requires confirmation that the contact details are provided with the permission of the owner (SERR Synergy, 2021).

On contacting the person for the first time, the researcher introduces themselves, and starts by requesting permission to speak to the participant about the study. Upon receipt of permission, they provided the participant with the overview of the study and request for a suitable time to conduct the interview. In some instances time is obtained immediately and in others instances, a follow up call or email is required to set up time to conduct the interview.

A Microsoft Excel spreadsheet is used to record all the names collected and associated comments. This spreadsheet is updated as respondents accept, decline or as interviews are conducted. Once the respondent accepts or acknowledges their intention to participate in the study, they are provided with a written informed consent form which they need to read, together with the details and purpose of the study. They are required to return a signed copy to the researcher before the interview starts. The process may further include finalising an appointment for the interview, through follow-up emails, voice calls, SMS's and/or WhatsApp messages, resulting in the interview being conducted. Request for additional names from respondents is repeated throughout the process of data collection until the study reaches 12 participants. One respondent realises later that there was an attempt to request them to volunteer to participate in the study and insists that they participate, making them the 13th participant. The snowballing results in 36 additional names and a population of 50 respondents.

The prospective participants are referred to as respondents and once they participate in the study, they are referred to as participants. All respondents are subjected to the same process of being contacted, provided with an explanation of the overview of the study and signing of informed consent forms and eventually being interviewed or not interviewed.

Once the interviews are scheduled, the same interview guide which has the same questions is used for all participants and the interviews take an average of 30 minutes per participant. All participants are asked the same questions from the interview guide, regardless of how long they have been away from the department, or the nature of work they performed while they are in the department. In instances where time runs

over this does not exceed 15 minutes and most of the overrun is owing to participants digressing to talk about other issues factoring that they know the researcher personally or are enthusiastic about the study and become very detailed. Most interviews are conducted telephonically on a one-on-one basis. There are two face-to-face interviews based on the vicinity of the researcher to the one participant and at the request of the other participant. As these interviews occur during the COVID-19 pandemic, all COVID-19 protocols are followed as required by the Unisa ethics clearance. Moreover, they take place while the country is at Alert Level One, meaning that people are allowed to conduct any type of work outside their home subject to compliance with social distancing and strict health protocols (South African Government, 2022). The two face-to-face participants and the researcher had been sufficiently vaccinated for COVID-19.

During interviews, participants are provided with participant numbers which is the number they have to use in the event that they want to recall the information provided in their interview. This process ensures that consent forms and the ethics of the study are adhered to. Documentation of all answers takes place on a manuscript as the participants respond to the questions and then transcribed into a Microsoft (MS) Excel data spreadsheet within 48 hours of conducting the interview. This is to ensure that the information is still fresh and to avoid confusing data from different participants. In collecting and capturing the data, answers for each participant are captured on a fresh page or sheet, with the date and the number of the participant. The answers are captured against the questions number being answered.

Respondent number one is used as a pilot to validate the questionnaire to ensure that it is clear and gathers the required information within a reasonable time. The choice to use voice call as technology to conduct the study is to ensure that the research is COVID-19 friendly as required by the Unisa Ethics Committee. An interview plan developed for the interviews is used to ensure that there is order in the administration of collecting the data.

All participants engaged provided information with enthusiasm and no signs of apprehension was observed. During invitations, respondents were observed for signs of not wanting to participate. In one instance, the respondent accepted the invite to participate, did not return the consent form and stopped taking calls or responding to

messages. Another respondent kept sending messages that they will participate but never confirmed the date and time to participate. In other instances, the respondent stated that they want to see the questionnaire in order to decide if they can participate and proceeded not respond to any communication later. There were two respondents that just answered and put the phone down and all these are examples of clues of respondents not willing to participate and were not pursued. There are respondents who contacted the researcher regularly to ensure they participate.

Saturation is considered an acceptable methodology in qualitative research, and factors that once data collected is sufficient, there is no need to collect further data (Saunders, Sim, Kingstone, Baker, Waterfield, Bartlam, Burroughs & Jinks (Saunders et al), 2018:1893). Saunders, Sim, Kingstone, Baker, Waterfield, Bartlam, Burroughs & Jinks (Saunders et al), (2018:1893) believe there could be some inconsistencies in the manner saturation is conceptualised and develop four approaches that look at the purpose and use of saturation with the study taking an approach of collecting data to discover themes that match organisational design and organisational effectiveness with these themes termed elements. The approach of the study closely matches the approach of Saunders et al (2018:1896) which they term priori thematic, in that data is collected to validate theory at the lower order themes, instead of developing or refining theory. However, Saunders et al (2018:1896) do not invalidate the use of saturation as an acceptable methodology, they seek to enhance it with their four approaches. The study adopts Guest et al's (2006:60) approach who has similar belief as Saunders et al, (2016) with Guest et al, (2006:60) emphasising that saturation has become the gold standard by which sample sizes are determined for purposive qualitative sample sizes (Guest et al, 2006:60).

Common themes begin to emerge with the same or similar information being repeated by participants by interview nine. Saturation takes place in interviews when participants repeat the same information over and over again, and it is said to be the time to stop collecting more data (Saunders et al, 2018:1896). The saturation for the purposes of the study is considered as repetition of knowledge and repeated conversations on elements, models, themes and content of organisational design, organisational effectiveness and employee engagement. Documents of DCS are used as triangulation and make up for the secondary data sample size and augment generalisation of the findings to a corrections environment.

4.9 VALIDITY AND RELIABILITY

Saldanha and O'Brien (2014:21) believe it is important to factor the circumstances under which secondary data is collected as well as the nature of the people and circumstances under which the primary data is collected, as this affects comparability of two studies (Saldanha & O'Brien, 2014:21). Early scholars such as Geoff (2005:92-93) believe the validity of secondary data may be difficult to determine in that methodology may not be sufficiently provided for. A good example is that data that relates to past events and contexts and may not be the same if such data are used for forecasting future scenarios. Time lag between collection of data and publication is said to have an impact on the relevance of the outcomes of the study (Geoff, 2005:92-93). Quantitative research scholars as stated by Dawson ensure validity and reliability of their chosen methods by ensuring that measurements of their methods are stable, consistent, free of bias and errors from the researcher or the respondents. In contrast, qualitative research scholars acknowledge possible biases emanating from the researcher or the respondents (Dawson, 2009:114-115).

This means that validity and reliability of qualitative data in this study may be influenced by results of different individual experiences resulting in skewness towards a particular experience of participants compared to the ontology of the researcher which is positivist and biased towards concrete facts. The validity of data is enhanced through use of multiple sources of information, a mixed method approach and triangulation of data through a combination of disciplines from multiple sources. Various scholars such as Ngulube and Ngulube (2015), Creswell and Clark (2018), and Watkins and Giola (2015) concur that there are aspects that need to be in place in order for the data to be considered of quality and these are generally considered to be validity, reliability, completeness, integrity, precision and timeliness. Credentials of the participants are instrumental in the selection for the study. The study is designed in a balanced and fair, in view of perspectives in that the study ensures authenticity (Lapan et al, 2012:29), through triangulation of data. Reliability attests that if the same research method is applied repeatedly to the same object, it yields the same results each time this research technique is applied (Babbie, 2016:146) As in Babbie (2016:46), if the same research methods including sampling techniques and collection

of data described in this study are repeated in the same corrections environment in South Africa, there is a likelihood that the study will yield the same or similar results.

Every perspective has its truth, the view point of a person is dependent on their life experiences (Forbes, 2016), and the study adopts this view point in that the study is not able to determine if what the participant says is false. However, the nature of the research is such that it does not solicit personal information and information obtained is supported by the respondent's experience on organisational design, organisational effectiveness and employee engagement. Responses to questions are compared with information from other participants and information from literature review. The mixed method and multi-disciplinary approach provides for rigour and enhances likelihood of credibility, transferability, dependability, confirmability of the study. Risks stated by Lapan et al (2012:29) are mitigated by the manner in which the research methodology is structured in that this study makes use of mixed methods, data is triangulated and there is an element of the study, which is cross-sectional and longitudinal.

Alchemer (2021) believes purposive sampling poses a threat to the credibility of the study owing to the researchers judgement that is used to select the sample and further qualifies that this threat only exists in poor consideration in selecting the sample and or if the criteria is not clear. This study has a clear criteria with respect to the research universe, population and sampling methods. The mixed method approach enables triangulation in a manner that yields more accurate results.

4.9.1 Transferability

The study is not designed to be transferred to other environments. Nevertheless, it is expected that if the environment is the same as that of the South African corrections, this research has the potential to be transferred to such an environment because of similar characteristics that are complex as well as being specialised. There are generic aspects that can be used in other environments and these relate to organisational design, organisational effectiveness, organisational theory and employee engagement.

4.10 QUESTIONNAIRE DEVELOPMENT

Primary data is collected through one-on-one interviews conducted with the tool in form of a standard questionnaire contained in an interview guide. The questionnaire consists of open-ended questions, closed-ended questions and Likert scale type of questions. The quantitative elements of the study are discovered through numeric analysis of a nominal scale in form of a Likert scale with a five-point scale, a closed ended question with a “Yes/No” answer.

Hypothesis one and two are tested through literature review of data that has been purposively selected, as stated in Chapter Two. Hypotheses three, four and six are tested through interviews with a tool in form of an interview guide (questionnaire) as stated above. Furthermore, hypotheses seven, eight and nine are tested through both interviews and literature review and hypothesis five is tested primarily through literature review. Development of the questionnaire is based on soliciting responses to test hypotheses three, four, six to nine, which are stated as follows:

- **Hypothesis three:** Organisational design in a corrections environment consists of the same elements as those in a generic organisational design model (generic theoretical model).
- **Hypothesis four:** Organisational effectiveness in a corrections environment consists of the same elements as those in a generic organisational effectiveness model (generic theoretical model).
- **Hypothesis six:** The theoretical model of organisational design in a corrections environment has an impact on the theoretical model of organisational effectiveness in a corrections environment.
- **Hypothesis seven:** Organisational design has an impact on employee engagement.
- **Hypothesis eight:** Employee engagement has an impact on organisational effectiveness.
- **Hypothesis nine:** The impact of organisational design on organisational effectiveness in a corrections environment can be sustained.

The questionnaire is designed in a manner that obtains information that provides answers to the research questions, hypotheses including positioning for triangulation

of collected primary data with secondary data from DCS documents. Research question one and two are answered through formative literature review which is contained in Chapter Two and the following questions are answered through interviews (primary data) with the participants, through use of an interview guide as a tool.

- **Research question three:** Are the elements of the theoretical model on a generic organisational design the same as that in a corrections environment?
- **Research question four:** Are the elements of the theoretical model on generic organisational effectiveness the same as that in a corrections environment?
- **Research question six:** Does the theoretical model of organisational design have an impact on the theoretical model of organisational effectiveness in a corrections environment?
- **Research question seven:** Does organisational design have an impact on employee engagement?
- **Research question eight:** Does employee engagement have an impact on organisational effectiveness?
- **Research question nine:** Can the impact of organisational design on organisational effectiveness be sustained over a three-year period?

Research question five is answered through secondary data as part of literature review. The questions in the interview guide (questionnaire) integrate matters of the 4IR, SDGs, employee engagement and COVID-19. The questions are numbered in chronological order for the respondents. However, there is a code that is used to identify which hypothesis or research question is being referred to. Research question nine is answered through primary and secondary data in form of strategic documents from DCS.

4.10.1 Interview Guide For The Questionnaire

The interview guide contains questions used to solicit information through interviews with the participants as stated in section 4.8.3. The interview guide is used as a data collection tool to obtain responses from participants. There is only one interview guide

for all participants and it is the same document as the interview guide (questionnaire) provided in Annexure D.

4.11 DEPENDABILITY

The ontology and pragmatic epistemology of the researcher is tested by complexity of the research environment. The study maintains a flexible stance to conform to the environment in a manner that produces a research report that is reliable, credible and dependable. Dependability in qualitative research is demonstrated by rigorous techniques used to gather data (Applied Doctoral Centre, 2024). Rigorous techniques in this study is about the evaluation of the quality of the integrated processes of data collection, data analysis and theory generation. This requires the research design to be adjusted if necessary and these changes tracked and documented. The changes experienced are that of participants emanating from volunteers who are ex-employees of the department, instead of participants being volunteers obtained through formal structures of the DCS. Such changes do not materially change the essence and focus of the study. The MMR approach and the triangulation mitigates this flexible stance of the study by providing analysis from a number of approaches (Ngulube & Ngulube, 2015:4-9).

Saunders et al (2019:447) believes that in qualitative research, lack of standardised questions may raise concerns on the dependability of the data, that is collected through semi structured in-depth interviews . Furthermore, issues of interviewee and response bias may impact on the reliability of the data (Saunders et al., 2019:447). This study uses standardised questions packaged in an interview guide and the pragmatic epistemology and positivistic ontology of the researcher enables mitigation of issues of bias as far as possible, and does not takeaway opinions of participants.

4.12 DATA ANALYSIS

Data analysis in mixed methods takes place at quantitative and qualitative level. Basic content analysis is counting of words, as a numerical analytical technique and qualitative content analysis focuses on describing the meaning of communication in

specific contexts in a narrative manner (Drisko & Maschi, 2016:3). The process of creation of themes, codes, counting the number of times certain data or information occurs in the text, lines and or sentences, is generally called content analysis in research. Furthermore, themes or factors derived from content analysis are used to compare with themes obtained earlier from the formative qualitative data (Creswell, 2009:218). The Oxford Library of Psychology (2015:199) believes, the social goal of science is to find a way to convince society of tentative truths in form of assertions in response to the research question. Tentative truths arise owing to a number of limitations in the research methodology and spatial limitation, and these tentative truths, could range from modest and limited claims on certain truths to substantive heroic universal version of the truth. In addition, multi-methods enable the researcher to pose a variety of different questions to the research phenomena (Oxford Library of Psychology, 2015:199). Thematic content analysis provides the study with the ability to interrogate and use critical thinking to categorise information including experiences of people. Simple coding or scoring result in characteristics and experiences of verbal material emanating from participants being defined through inference (Lapan et al., 2012:129). There study makes use of thematic analysis and content analysis. Thematic analyses enables the researcher to understand how themes from data relate to one another and content analysis enables the researcher to understand how patterns and themes in data inform theoretical claims made in the study (Delve & Limpaecher, 2023c).

Multi-methods answer a variety of sceptical questions with diverse criteria in a manner that is more convincing to a variety of people with different interests, in that the research phenomena is addressed through different types of texts and rhetoric. In their contribution to the *Oxford Library of Psychology*, Hunter and Brewer (2015) assert that the perspective of a narrative of multi method research is like the “Rashomon Effect,” in that stories of a single phenomenon being studied are told by different witnesses and participants from a different perspective (Oxford Library of Psychology, 2015:200).

On 20 November 2020, Clement Manyathela the radio presenter of Radio 702, at 9h30 am, was reporting on the former President of South Africa, Jacob Zuma’s stance of walking out of the Deputy Chief Justice, Judge Raymond Zondo’s Commission on “State Capture” on 19 November 2020. Manyathela played a voice clip of the former President Jacob Zuma’s lawyer informing the Deputy Chief Justice, Judge Raymond

Zondo of the former President Jacob Zuma's intention to withdraw from the Commission. After playing this clip, debates took place with listeners based on that voice clip. The position of the listeners was that the Chief Justice, Judge Zondo did not respond verbally to Jacob Zuma's lawyer that the former President Jacob Zuma could not leave the Commission, and as such, the former President Jacob Zuma was justified to leave the Commission. After a number of deliberations with listeners on this matter, a listener called in and requested that the clip must be played beyond where it was stopped in order to listen to what Advocate Pretorius, who was standing for the Commission said. When the voice clip was played further, Advocate Pretorius responded to that particular request by stating that the subpoena for the former President Jacob Zuma to answer questions at the Commission still stands, and the Deputy Chief Justice, Judge Raymond Zondo will give a ruling on the request. Pretorius further indicated that they take a break, after which the Deputy Chief Justice, Judge Raymond Zondo will give a ruling on the matter. When house proceedings resumed, the former President Jacob Zuma and his legal counsel had left the Commission (Radio 702, 2020). This is further documented by News 24, which reports that following a tea break, the former President Jacob Zuma left the Zondo Commission without permission (News 24, 2020). In January 2021, Clement Manyathela has further podcasts on the matter of the former President leaving the Zondo Commission without permission (Radio 702, 2021). This narrative has a material influence on this study in that the impact of how information is shared creates a different reality to different people. The study mitigates against the impact of this "Rashomon effect" experienced in the Zondo Commission, as stated by Hunter and Brewer (2015:200) by triangulation of data received from respondents, with information obtained from scholarly articles and strategic planning documents of the DCS. The amount of information, sequencing of information as well as the timing of receipt of such information has a bearing on the interpretation of the truth and by inference has a bearing on the information shared by participants.

The study finds resonance with Hunter and Brewer (2015:202) wherein they state that, "what we know is greatly influenced by how we came to know it" and taking an MMR and multidisciplinary approach to the study creates an environment where it is possible to get closer to the truth and reality (Hunter & Brewer, 2015:202; Oxford Library of Psychology, 2015:202). The study factors biases, rhetoric and misconceptions that

information collected through face-to-face interviews brings to the study. Furthermore, Lapan et al., (2012:8) opines that the interpretivist approach of the qualitative aspect of the study creates bias. This bias is experienced during the analysis of the data; therefore, a possibility of differentiated outcomes according to reality of individuals involved with the study (Lapan et al, 2012:8). Bias, distortion and rhetoric can also emanate from the participants as well as the researcher. The analysis of data considers that the sample for primary data is homogenous and further mitigates this with triangulation of data which includes theoretical perspectives from published research and scholarly articles, , as well as secondary data from the DCS.

Thematic content analysis, as alluded by Lapan et al (2012:129) and Creswell (2009:218), are used to analyse information emanating from the data collected. This provides themes or patterns that are perceived to be common in organisational design and organisational effectiveness. Commonly used words, common approaches and methodologies of organisational design and organisational effectiveness are used to validate and confirm emerging patterns or themes. Questions contained in the interview guides tested the hypothesis and research questions. Questions were also coded in accordance with themes which make up elements of organisational design and organisational effectiveness, and the frequency of occurrence of elements are tallied to understand the degree to which respondents mention the same element as well as observe if these elements are found across established models and in the corrections environment. The narrative from secondary and primary data in form of content, context and experience is clustered in line with common meanings which are grouped together to discover meanings, models and elements. Models are listed in a tabular manner with their elements and this enables the study to validate if elements are the same across all organisational design and organisational effectiveness models and if they consist of a set of elements within a model. Furthermore, content and insights on the impact of the organisational design on the organisational effectiveness are obtained through the analysis of secondary data from books, journals, publications and internet. The study further looks for insights that point towards organisational design having an impact on organisational effectiveness, with the content, context and impact of employee engagement and environment (organisational theory) being observed at the same time (embedded design).

The degree to which participants agree with the characteristics of the themes observed in the formative study, is tested through the outcomes of interviews. Participants respond to a list of pertinent questions through a Likert scale that is coded (nominal scale) and is used to validate the degree to which participants confirm elements of organisational design and organisational effectiveness. These elements are compared to the elements observed in the formative stage of the study to understand if emerging themes are part of a theoretical model of organisational design or organisational effectiveness.

“In order to determine effectiveness, there is a need to have a picture of how an organisation could look ‘Before’ and ‘After’. An analysis of data requires a minimum of two reference points” (Saldana, 2003:7). Change consists of elements such as form, process, substance, content, and is influenced by the mindset of the praxis that is implementing change. The manner in which change is defined has an impact on the definition of a longitudinal study as well as the change that occurs during that time line” (Saldana, 2003:8-9). The definition of the impact of organisational design on organisational effectiveness as well as the definition of the impact of employee engagement on organisational effectiveness is exploratory in nature in line with the study, in that it is expected to emerge from either primary or secondary data.

The outcome of the analysis is presented in form of graphs charts and tables which makes use of headings that emanate from themes that support the hypothesis and research questions. Heat mapping is used in the “interpretation of overarching patterns associations, concepts and explanations in the analysis of data” (Saunders et al, 2007:173), and this is adopted in the analysis of secondary data from DCS documents to discover if elements of organisational design and organisational effectiveness exist in a corrections environment. The researcher’s positivistic ontology and pragmatic epistemology are instrumental in the interpretation of tables, graphs and providing insights that are objective and factual yet pragmatic on the outcomes of the research.

The study uses descriptive statistics to describe either characteristics or relationships among the elements of the theoretical models. These include using appropriate analytical tools such as “measures of central tendency, measures of location, measures of dispersion, and measures of position to name a few” (Babbie, 2016:470). The study includes use of graphical presentation of information such as bar graphs,

pie chart displays as well as images that enhance comparison of different data and data emanating from different time periods resulting in firmer analytical decisions and better understanding of data.

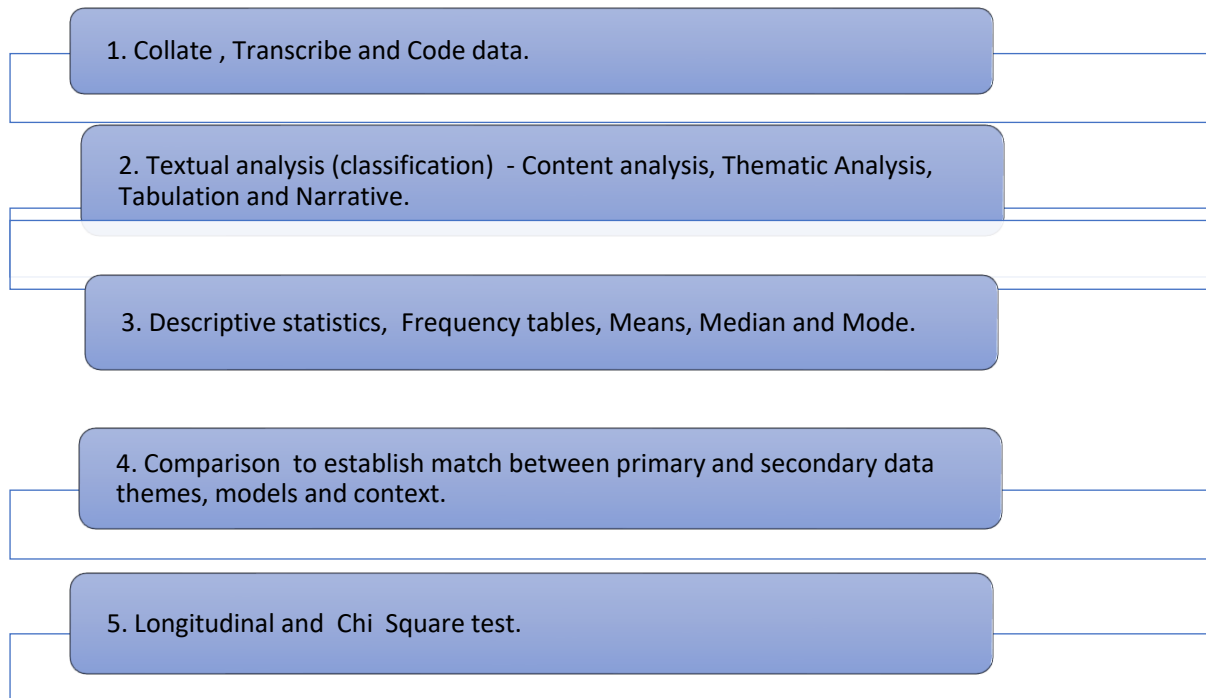
In qualitative research, the researcher extracts meaning through induction by generating meaning from information collected from primary data. Creswell (2009:26-43) claims that the researcher may begin with substantively less literature and incorporate more at the end of the study, though this may differ in studies that require substantial literature orientation. Moreover, literature is further used deductively to promote research questions or hypothesis in quantitative studies (Creswell, 2009:26-43). Accordingly, this study uses truths emanating from literature review on organisational design, organisational effectiveness and employee engagement thus inductive reasoning in discovering elements and models. Themes in form of models and elements of models, are used deductively to compare if common elements of organisational design and organisational effectiveness can be observed in a corrections environment.

Miles, Huberman and Saldanha (Miles et al) (2014:198-199) believe qualitative methods to be a powerful tool for analysing causation and go further to caution that information gathered from primary data through qualitative methods does not always provide for the rational why certain events occur, may oversimplify issues and causation occurs after the effect. They further state that methodological quagmires, dead ends, and mazes do not reflect the incapacity of the researcher, but demonstrate the complex, ambiguous nature of research, which is sometimes contradictory. Clarity of the outcome of data analysis cannot be predicted with certainty, and further believe good displays in form of matrices, charts and graphs are the main part of robust qualitative analysis (Miles, Huberman and Saldanha (Miles et al), 2014:198-199). This study has many facets such as MMR, interdisciplinary, nine hypotheses and 9 research questions in a complex environment and makes use of charts, and graphs in the analysis of data, in order to address the shortcomings identified by Miles et al.

4.12.1 Process To Analyse Primary And Secondary Data

Data is analysed in a structured sequential manner to ensure reliability and substantiveness. An overview that provides a step-by-step process, provides clarity on the steps taken to analyse primary data. Figure 4.12.1-1 depicts the steps taken as a process to analyse primary data.

FIGURE 4.12.1-1 DATA ANALYSIS PROCESS



Once data has been collected through one-on-one interviews, analysis is conducted according to the five steps depicted in Figure 4.12.1-1 and begins with processing, data through transcribing, cleaning and coding the data. As suggested by Saunders et al, (2007:293) who believes, editing of data is to enhance the quality of the data to ensure consistency across respondents and identifying omissions that require further validation before analysis (Saunders et al, 2007:293).

Content and analysis is utilised to search for categories and themes from answers provided by participants, demarcating these themes for meaning and differentiation. The emerging themes are compared that were observed during formative research on literature review. This process discovers the degree to which themes identified during primary research make up same elements of organisational design and organisational effectiveness from formative literature review resulting in comparing and confirming if

the elements of organisational design and organisational effectiveness are the same as those in the corrections environment. The study identifies possible quotes from respondents that are used verbatim while some respondents have interests in their names being mentioned in the quotes. This is not done in the interest of maintaining confidentiality across all participants. To reiterate, analytical tools such as measures of dispersion, measures of central tendency, measures of location and measures of position to name a few are utilised to process data as appropriate (Babbie, 2016:70).

Analysis of secondary data is iterative as and when literature review takes place during the research, with most of the desk top research taking place at the beginning of the study and at the end of the study as detailed in the mixed method exploratory sequential research design in Figure 4.3.1-1. The analysis evaluates outcomes from a multi-disciplinary approach and puts forward an integrated and persuasive argument about organisational design and organisational effectiveness. Saunders (2007:293) asserts that “During analysis of secondary data, the researcher excludes data that is not relevant to the research question(s) or hypothesis.”

Heat mapping is the interpretation of overarching patterns, concepts and explanations including associations in data analysis (Saunders et al, 2007:173). This approach is used to analyse strategic documents of the DCS to observe the existence of elements of organisational design and organisational effectiveness discovered during the formative aspect of the study.

4.12.2 Statistical Packages

Processing of data can be electronic because of the good processing qualities and powers of computers (Kothari, 2004:315). This study makes use of Microsoft (MS) Excel and SPSS software provided by Unisa. The analysis is conducted by the researcher to ensure that they acquire holistic research skills, including that of statistical analysis.

Qualitative data is processed through use of a Likert scale which is converted to a nominal scale and used in SPSS to analyse both qualitative and quantitative data as well as testing of hypothesis. MS Excel is also used for capturing data and making

minor calculations such as the mean, ordering data to establish the median and display of data in form of tables, bar graphs and pie charts.

4.12.3 Significance Testing

Statistical testing of expected relationships between two or more variables is called hypothesis testing. The latter enables determination of acceptance of a “null hypothesis” and provides certainty for rejecting an alternative hypothesis. (Sekeran, 2016:301). Hypothesis testing is conducted to validate the relationships in the hypotheses of the research problem. Curwin and Slater (1996:257) maintain that significance testing involves testing a proposition that captures characteristics of a problem that the researcher is looking for and infer that significance testing places emphasis on testing whether a set of sample results are consistent with some truth or hypothesis on a specific population (Curwin & Slater, 1996:257).

The Chi-square test is used by most researchers to test the significance of association between multiple variables to test for homogeneity and the goodness of fit. The difference between one or two sample means is judged through z-test or t-test. The Chi-square test is used to evaluate relationships for quantifiable and categorical data (Saunders et al, 2007:621). The study determines the acceptance or rejection of the hypotheses with the use of the Chi-square test factoring that the study uses categorical data converted to nominal scales in form of a Likert scale. The study has one sample frame.

4.13 MANAGEMENT OF DATA

Data management is a process of ensuring that information collected for the study is recorded, cleansed, stored and where appropriate transferred in a manner that ensures credibility and validity of the information is not compromised. Furthermore, data management includes protection of data collected ensuring that the promised confidentiality of data is adhered to in line with research ethics, including compliance with appropriate legislation such as the Protection of Personal Information Act (POPIA) 4 of 2013, which provides for minimum requirements for processing personal

information. Furthermore, POPIA includes the rights of individuals regarding unsolicited electronic communications and decision-making processes that are automated (Republic of South Africa, 2013). All transcripts have the number of the participant that is allocated as they participate, and this is written on the first page of the transcript and filed in number order in a flat file. The file is placed in an envelope and wrapped in a foil paper to protect it from possible fire. Moreover, the transcripts, manuscripts and electronic data shall be kept on file for 5 years after the qualification has been conferred. The transcribed interviews are recorded in a Microsoft Excel data spreadsheet, which contains all data collected for this study. This process ensures that primary data collected is recorded accurately and completely. It is archived for future reference in a manner that does not distort its original state and is available for participants and authorised personnel in line with Unisa's policies. Participants can only access their portion of information and information shared with the supervisor if required does not include names of participants.

4.14 ETHICAL CONSIDERATIONS

Ethics can be traced back to Plato in 400BC, where it is stated that there are forms of different things including forms of good, and forms of good need knowledge to achieve the true form of good (Greenfield, 2002:42). "Ethical practice in research entails a legitimate expectation that the researcher will not re-create or manipulate the data" (Litchman, 2014:60). It is common for professional organisations to have a code of conduct that defines ethical standards required for the members and this includes research houses and universities.

To conduct research which is poorly planned and poorly executed is considered unethical. Furthermore, ethics in research is not only about treatment of respondents but includes a number of factors such as politics, cutting corners, fraud, hoaxing, forging, trimming, cooking and obfuscation to name a few (Greenfield, 2002:42-48). The study complies with the Research Ethics Policy of Unisa and ethics in general, contributing to the knowledge that has potential to benefit the corrections environment in South Africa. The Policy of Unisa on Academic Integrity, University of South Africa (Unisa), (2017:3-7) asserts that concerted effort to safeguard human dignity, ensuring

honesty, trust, fairness, respect, accuracy and responsibility in research can be defined as academic integrity and provides standards by which Unisa employees, teachers, learners, innovators, researchers, etc must conduct themselves. Included in academic integrity are matters of plagiarism, misrepresentation, cheating, falsification, fabrication, and transgression of research ethics to name a few (University of South Africa (UNISA), 2017:3-7).

The important aspect of any research is to protect human respondents from any violations that may occur in the name of what is termed scientific research. In their seminal paper, Orb, Eisenhauer and Wynaden (Orb et al), (2001:93) express that there has been instances in the history of what is said to be scientific research, whereby humans are abused by being misled about the nature of research in which they are participating, resulting in gross ethical issues. Orb et al (2001:93) views ethical principles from three aspects, namely,

- Autonomy which provides for people's rights to be informed, the right to choose to participate and withdraw at any time without penalty;
- Beneficence which relates to the researcher doing good during research and preventing harm from happening to other humans; and
- Justice relates to avoiding exploitation and abuse of participants, and explains that in the event that a researcher uses a participant's contribution, such should be recognised with the consent of the contributor (Orb et al, 2001:95).

The University of Gloucestershire (2020:8-16) has six principles governing their research, namely, autonomy, beneficence, non-maleficence, justice, fairness and equity, and academic freedom, together with responsibilities towards participants, other researchers, and self, coupled with compliance with administrative matters of ensuring participants have informed consent, are afforded anonymity, approvals are sought as part of their approach to conducting research. The approach of the University of Gloucestershire (2020) is similar to the UNISA (2017) Policy on Academic Integrity.

Saunders et al (2007:134) assert that axiology is about the role that values and ethics play in research and that the researcher will at a certain point in time during the research be forced to view the impact of their personal values on the research and having to deal with such values along with those of the research subjects. Part of

ethics requirements, according to Creswell (2009:89), is that the researcher conducts research in a manner that does not marginalise and or disempower the respondents to the study. Creswell (2009:89) further suggests that researchers should conduct pilot studies as a process to build relationships and establish trust with respondents. Mitigating the risks of respondents during data collection, understanding the dynamics of the research site, and ensuring that if there are vulnerable people within the sample, issues of vulnerability and ethical considerations are sufficiently addressed. Vulnerability can range from psychological, physical, emotional, social, economic, and legal harm, to name a few. Furthermore, there are groups of individuals the researcher is supposed to be mindful of and these are minors (under the age of 19), minorities, mentally challenged, prisoners, pregnant women, and those with neurological impairments to name a few (Creswell, 2009:89).

Critical aspect of conducting research starts by ensuring that the gatekeepers have given permission to conduct studies in their environment. It includes informing the respondents of the research in a manner that they understand, providing a process for the respondent to consent to participating in the research with ability to withdraw at any stage, providing for anonymity, assurance to protect the rights of the respondents and ensuring that the researcher is available for issues that the respondents may have at any time of the research (Creswell. 2009:89).

In gathering data from respondents, the researcher needs to be mindful of softer issues that may not be easily evident, such as emotions and or stress that may be invoked by the research, the posture that the respondents may take in being valuable and contributing to the study (Creswell, 2009:90). Ethics in research, according to McFarlane (2009:5), is packaged in a number of interventions a researcher needs to comply with to be ethical. This, however, does not provide sufficient support required to cope with the demands of real live situations that take place during the field work, such as power dynamics between the gatekeepers, researcher and research subjects, patience required when collecting data, over and above normal issues of confidentiality consent as well as sharing academic credit for research. Macfarlane (2009:5) maintains that the integrity of the researcher and their virtues such as courage, sincerity, resoluteness, respectfulness, and humility represent excellent qualities that a good researcher must possess (Macfarlane, 2009:5).

Phenomenological research requires that a researcher has to be transparent such that they create an environment where in they are trusted by the respondents. This approach to non-maleficence opens up the participants to share sensitive and intimate knowledge about the research in question (Jelsma & Claw, 2005:5). The standards of Unisa meets the standards of international research educational institutions such as those stated by the University of Gloucestershire (2020).

More importantly, the researcher received approval from the Unisa Ethics Committee that is valid until 2 October 2023 (see Annexure A), which was issued together with the Unisa COVID-19 statement on Annexure B. The researcher keeps themselves updated on the Research Ethics Policy and Guidelines and the Policy on Academic Integrity and ensures the researcher's behaviours meets the required standards and "respects copyright infringement, plagiarism, intellectual property, research methods and procedures" (Unisa, 2017:1), as well as compliance with other concerns that arise during the research period. Human beings (ex-employees of DCS and a few current employees who approached the researcher to volunteer to participate in the study) participate in this research which has the intention to validate the existence of elements and theoretical models of organisational design, organisational effectiveness and employee engagement in the DCS as well as solicit opinions on such parameters and theoretical models. Participants are treated with human dignity, ensuring that their rights are observed at all times. Respondents in a corrections environment are governed by departmental policies and procedures as well as the ethics code.. As a result, it is a condition of participation that respondents cannot divulge proprietary information of the DCS. The researcher conducted the research independently and the information received from participants is free of manipulation and prejudice.

4.14.1 Privacy Of Information

Privacy refers to being discreet in the manner in which one engages with another person. It is generally easier to explain in the medical field in that a patient is seen in private. In law, people are expected to have their privacy, meaning, one should not intrude into their personal space without authorisation (Greenfield, 2002:42). Respondents are interviewed in private to respect their rights and to create an

environment where there is trust resulting in information being shared with ease. Furthermore, the process of soliciting respondents does not place undue pressure on respondents to accept to participate in the study. It is voluntary in that respondents use their discretion to participate at a time that provides them with the privacy they need to willingly share information and are afforded the ability to withdraw at any point during the interview or after the interviews as they see fit.

4.14.2 Confidentiality

Confidentiality relates to protection of access to information that the researcher acquires during the study. When participants are approached to voluntarily participate in the study they are assured of confidentiality. This is included in the participant form that they sign and expressed in the emails sent to respondents to confirm their participation and again during one-on-one interviews. Each participant is provided with a participant number, which is used as a code to identify the participant. This is kept together with the real name in a separate file in case the participant wishes to withdraw their participation.

The researcher is obliged to create an environment that portrays credibility, at the same time being sensitive to the perceived temporary power they hold over participants (Litchman, 2014:61). Information gathered is treated with utmost confidentiality in that it is processed and managed by the researcher only.

4.14.3 Informed Consent Form

A consent form is developed and provided to respondents to ensure they understand the reasons for participating in the research as well as their rights. The consent form, is part of formal communication with participants, it is read and completed by all respondents to indicate their willingness as volunteers who freely participate in the study. Contained in the consent form is the context of the research and provisions for the rights of the individual to participate or not participate in the interview, as well as

being able to withdraw at any time during the study. The Participant's Informed Consent Form is contained in Annexure C.

4.15 SUMMARY

This chapter provides for research methodology highlighting the research strategy, research design, research plan, journey map, research universe, sampling methods, data collection including issues of dependability and validity of the study. Furthermore, data analysis, management of data and ethical considerations are discussed in detail. This study has a positivist approach to secondary data, a phenomenological approach to primary data and makes use of exploratory and explanatory research to discover characteristics of variables that make up models and elements of organisational design, organisational effectiveness, organisational theory, and employee engagement. It is a mixed method research that is cross-sectional for the desktop formative research and primary data with respect to validation of existence of organisational design and organisational effectiveness models and their elements including context of employee engagement. It is longitudinal in relation to confirming if organisational effectiveness is sustainable over three years in a corrections environment. Desktop and primary data collection methods are used to collect qualitative and quantitative data that is processed through use of descriptive statistics supported by significance testing in form of Chi-square test. The following chapter is about the analysis of the research questions and research hypothesis from primary and secondary data in accordance to the research methodology.

CHAPTER FIVE : THE IMPACT OF ORGANISATIONAL DESIGN ON ORGANISATIONAL EFFECTIVENESS AND EMPLOYEE ENGAGEMENT IN A CORRECTIONS ENVIRONMENT FROM PRIMARY AND SECONDARY RESEARCH

5.1 INTRODUCTION AND BACKGROUND

Chapter five provides discussion and analysis of the study. It provides context within which the study takes place as well as explanations, opinions and insights on organisational design, organisational effectiveness, employee engagement and organisational theory. This chapter makes use of research methodology described in Chapter Four to analyse secondary and primary data in order to develop understanding of the research variables and provide answers and insights to the research hypotheses, research questions and the research problem. This chapter enables better understanding of data from primary research and secondary research, in line with the mixed method research design detailed in Figure 4.3.1-1. The research methodology in Chapter Four provides for an embedded design and this aspect of the study includes additional literature review that enhances the explanations and arguments of the study throughout the duration of the study. This chapter is structured in line with the research design, that is exploratory sequential and explanatory sequential design. The chapter begins with analysis of secondary research that is formative, across the variables of the study, namely organisational theory, organisational design, organisational effectiveness and employee engagement and longitudinal aspects. The analysis is expanded to include SDG's, COVID-19 and Technology (4IR) as alluded in Chapter Two of the study. Analysis of the research problem, research questions, hypotheses, primary and secondary data takes place in an integrated and embedded manner. The flow of discussion, is initiated with discussion of information from secondary data, this is followed by discussion of primary data, analysis and insight obtained from the data and the section is closed with a summary. There are instances where such flow is not followed, however this is an exception.

5.2 CONTEXT OF THE STUDY

This section on the context of the study provides information that enhances the understanding of the process of analysing data and the background of corrections environment and participants to the study with respect to their profile. In addition, it provides a table of summary of hypotheses testing. The following paragraphs describe the context of the study.

5.2.1 Understanding The Corrections Environment

The DCS is established according to section 7(2) of the Public Service Act 103 of 1994 as well as section 197 of the Constitution, Act 108 of 1996, with a purpose to “contribute to maintaining and protecting a just, peaceful and safe society by enforcing sentences of the courts, detaining all inmates in safe custody, while maintaining their human dignity and promoting social responsibility and human development of all prisoners” (DCS, 2019a:6). This understanding of the DCS provides context for the analysis of data contained in this section.

5.2.2 Process Of Analysing Primary Data

The process of analysing primary data for the study begins with capturing responses from participants against the question being answered in a MS Excel spreadsheet, without altering the responses. The next step involves the categorisation of information with the aim to find patterns, meanings and interpretations. Same or similar words, phrases, or sentences are highlighted and matched to discover possibilities of having the same or similar meanings or opinions. The study searches for the likelihood of participants naming the common elements of organisational design as detailed in section 4.3 through an exploratory, descriptive and explanatory approach. Words, phrases or sentences obtained from participants during the primary data collection are compared with common elements of theoretical models of organisational design, organisational effectiveness and employee engagement.

Coding, according to Saldanha (2013:2), is not the only way of analysing data and it is necessary for one to guard against being fetish to coding or demonising coding. Saldana (2009:58) believes in being pragmatic to human inquiry and allowing oneself to be open-minded and to let the circumstances dictate which tool to use in analysing data. Furthermore, there are times when words say it best, and at other times data matrix, a poem, or numbers (Saldana, 2009:58). Furthermore, Saldanha (2013:2-8) highlights that there are 32 coding methods supported by analytics and goes on to state that coding is not precise, and involves translating data, providing meaning to the data and using judgement to categorise, establish patterns, make assertions, and develop a theory or other analytical processes. It provides the primary essence of the content in question (Saldanah, 2013:2-8).

Coding is done in the form of categorisation and synthesis of data with the intention of establishing existence of theoretical models, elements, patterns, and or themes that support the hypotheses, the research questions (Saldanah, 2013:2-8), elements of organisational design, elements of organisational effectiveness and employee engagement. This includes discovery of different disciplines associated with organisational design through organisational theory. In some instances, information is lumped, and in other instances, information is split to find suitable meaning. For example, a participant who could not remember the word “organisational structure” and called it “branch, chief directorate, directorate and other levels,” this is then coded or referred to as an organisational structure. Association of words are interpreted in line with the context of the study. A participant, who states that a “laissez fair” culture exists, would, for example, be associated with “lack of employee discipline.” There are times that, opinions of participants are not in line with the study or relevant to the study such opinions are not factored into the analysis.

Quantitative analysis is used to obtain mean, median and mode from nominal and ordinal data. Information obtained in the form of nominal data includes age, sex and job level. The number of years worked in a corrections environment provides the study with assurance that the participants have the required breadth and depth of understanding the corrections environment, and the level of maturity based on age provides a belief that participants are mature and appreciate the complex nature of the corrections environment.

Primary data collection through interviews consists of 13 replies from 13 participants. Five participants are current employees of the DCS who solicit to participate in their individual capacity on condition of anonymity and confidentiality. It is also a condition of the study that all participants do not talk about any proprietary or confidential information of the DCS. All participants are afforded confidentiality and asked the same questions as detailed in the Participant's Interview Guide (questionnaire) (see Annexure D).

The background questions in the questionnaire are used to solicit biographical details. The following discussion is the analysis of the biographical aspects that emanate from the participants and is regarded as important contributions to the study in that participants need to be above 30 years of age to be considered as mature in their outlook of the corrections environment.

5.2.3 The Gender And Average Age Of Participants

There are 54% male participants and 46% female participants. The mean, median and mode are measures of central tendency and describe the degree to which data has a central position (Selvamuthu & Das, 2018:3). The mean age of participant is 58 years old. The range is between 44 years being the youngest, and over 65 years being the oldest (the oldest participant is older than 65 years and does not want their exact their age to be shared), with a median age of 60 years. The findings indicate a trimodal age of 52, 64 and over 65 years. This gives comfort that the participants have sufficient maturity to engage on matters of organisational design, organisational effectiveness and employee engagement in a corrections environment.

5.2.4 Management Levels Of Participants

An SMS member is a manager or someone in management, employed according to the Public Service Act 103 of 1994 and the Public Service Regulations 2016, and earns above salary level 12. They are considered to be at the level of director or higher (DPSA, n.d.b:16)

SMS members are expected to convert policy mandates of Government into strategies, programmes and plans for their departments (DPSA, 2003b). The Public Service Handbook postulates that SMS members and high-level professionals are expected to implement strategies of government effectively through efficient use of resources (DPSA, n.d.b:1). It is the aspiration of Government to ensure that the State is capable, ethical and developmental (DPSA, 2003b:i). These high level professionals are structured into groups, and ranks in the form of salary levels. Table 5.2.4-1 provides details of groupings that are specific to the study.

TABLE 5.2.4-1 SALARY LEVELS

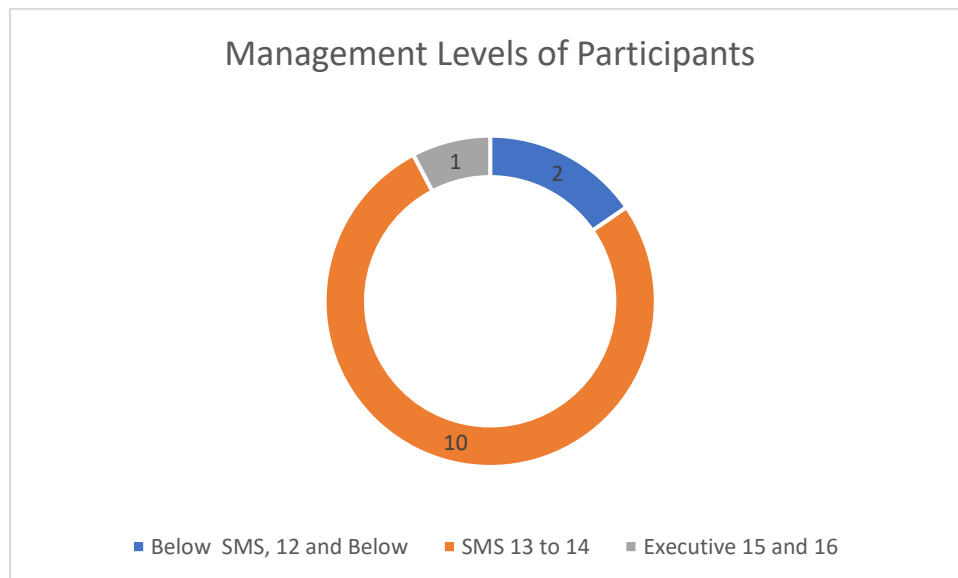
Definition of Salary Level	Salary Level	Name in the Public Sector	Name at DCS
Senior Management Service	16	Director General	National Commissioner
Senior Management Service	15	Deputy Director General	Chief Deputy Commissioner
Senior Management Services	14	Chief Director	Deputy Commissioner
Senior Management Service	13	Director	Director
Middle Management Service	12	Deputy Director	Deputy Director
Middle Management Service	11	Assistant Director	Assistant Director

There is understanding that MMS is from salary level 11 to 12 and SMS is salary level 13 to 16 (Parliamentary Monitoring Group (PMG), 2019) as detailed in Table 5.2.4-1. The naming convention of ranks in corrections are the same as those in the public sector except for salary level 14 to 16. Exposure to strategic management in government is, therefore, generally found at MMS and SMS levels owing to the nature of duties, which includes strategy and related interventions such as organisational design and organisational effectiveness.

The DCS Head Office provides strategic direction and administrative support to the rest of the department (DCS, 2021a:28). Those that have worked in Head Office and Regional Office at MMS and SMS levels are assumed to have a deeper understanding of strategic issues as inferred through the Operations Management Framework Phase II Operations Design Report (DCS, 2021a:8). In the case of this study, this includes understanding of organisational design and organisational effectiveness. The

management levels of participants is identified during the study. Graph 5.2.4-1 depicts the distribution of management levels and their equivalent salary levels.

GRAPH 5.2.4-1 MANAGEMENT AND SALARY LEVELS OF PARTICIPANTS



At least 85% (10) of the participants are in the category of SMS salary level 13 to 14, one is in SMS salary level 15, with the remaining 15% (2), emanating from participants from MMS at salary level 12 and below as depicted in Graph 5.2.4-1. The sample profile has the appropriate exposure to respond to the questions of the study based on their level of seniority which demonstrates that they have been involved at strategic management level of DCS operations.

5.2.5 Number Of Years In The Correctional Environment

The study requires to know how many years a participant has worked in the corrections environment. This is part of the delimitation process to ensure the participants have sufficient understanding of the corrections environment through being exposed to corrections for a period of at least three years. Table 5.2.5-1 provides a list of the participants, their age, number of years worked in corrections environment, together with their salary levels.

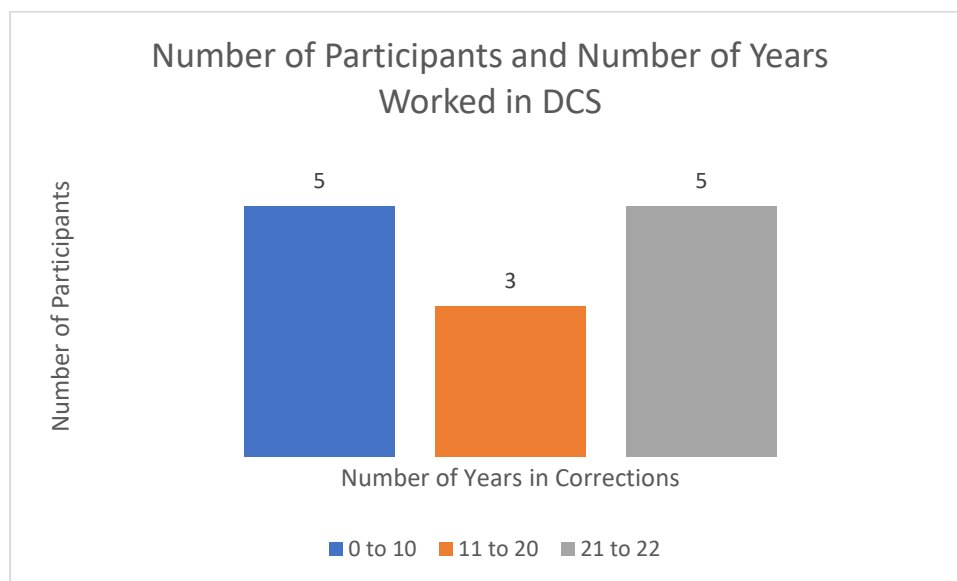
TABLE 5.2.5-1 LIST OF PARTICIPANTS

Participant number	Number of years worked at DCS	Age	Salary level/ MMS/ SMS
1	10	46	Salary level 14 (SMS)
2	11	52	Salary level 13 (SMS)
3	19	65	Salary level 14 (SMS)
4	23	58	Salary level 13 (SMS)
5	33	52	Salary level 12 (MMS)
6	3	(Over 65) does not want reveal real age	Salary level 14 (SMS)
7	21	64	Salary level 13 (SMS)
8	10	65	Salary level 15 (SMS)
9	8	57	Salary level 14 (SMS)
10	30	60	Salary level 14 (SMS)
11	20	44	Salary level 12 (MMS)
12	27	61	Salary level 13 (SMS)
13	3	64	Salary level 14 (SMS)

In response to question one on the number of years worked in a corrections environment, participants demonstrate that they have worked in the DCS for an average period of 17 years. The range is from three years to 33 years, as shown in Table 5.2.5-1. The lower value of the range of three years does not equate to three years of organisational design experience, in that the two participants with three years' experience in DCS have government experience of more than 20 years at SMS level, which exposes them to depth of organisational design. At least 11 participants are over the age of 50, demonstrating the depth and breadth of work exposure and experience of the profile of the sample.

The number of years worked in DCS for the purposes of the study are seen as an indicator of both the amount of experience and the depth of understanding the corrections environment. Graph 5.2.5-1 depicts the distribution of the number of years participants worked in the DCS.

GRAPH 5.2.5-1 NUMBER OF YEARS PARTICIPANTS WORKED IN THE DCS



Five participants have worked for DCS for 10 years or less, three participants have worked for DCS for 11 to 20 years, with the remaining five participants having worked for the DCS for 21 years and above as depicted in Graph, 5.2.5-1. Participants have worked for a median of 19 years with the DCS.

5.2.6 Management At Correctional Centre Level

The second question of the questionnaire seeks to understand how long the participant has worked directly in a correctional centre (correctional environment as opposed to other areas of government). Exposure to a correctional centre is assumed to provide a better context in understanding operational matters that may impact on organisational design in the DCS. None of the participants have worked directly in a correctional centre for a sustained period of time. Only one participant who is in the category of MMS, salary level 12 has worked in a correctional centre over weekends to assist with the workload. Lack of exposure in working at a correctional centre does not negate the knowledge of strategic matters regarding organisational design, organisational effectiveness, employee engagement, or holistic knowledge of the corrections environment. This question is meant to understand if participants who have worked in a correctional centre have more insight about the corrections environment

than those that have not worked in a correctional centre. Information gathered from the one participant who has part-time exposure to a correctional centre does not provide material difference for comparison with other participants.

5.2.7 Results Of The Hypotheses Testing

This section on hypotheses testing seeks to understand if the hypotheses stated in chapter 1.5.2 can be accepted or rejected. Analysis of data is done through the use of SPSS as a tool. Responses to primary research questions contained in the interview guide, that are aligned to the hypotheses, have answers of nominal nature through a Likert scale, which are coded and used in SPSS to test the nine hypotheses.

Cross tabulation (cross tabs) according to DeFranzo (n.d.) is a tool commonly used to compare the results of one or more variables with the results of another variable (two way). It is used with categorical data on a nominal scale, where variables are named or labelled with no specific order. Cross tabs are data tables that present the results from a full group of survey participants, as well as subgroups. They allow the study to examine relationships within the data that might not be obvious when simply looking at total survey responses (DeFranzo, n.d.). The crosstabs include information about what SPSS terms “Counts”, which consists of actual and expected counts of data that are observed concerning statements about the null hypothesis. For clarity, “Count” (sometimes called frequency) is the total number of responses that fall into a row or column. On the contrary, an expected count is the theoretically expected frequency of a cell in a two-way table, supposing that the variables under study are independent (Minitab 20 Support, 2021).

Chi-square test is a statistical test that is used to compare the observed result from the experiment with the actual expected results that are guessed or anticipated for the variables (Kothari, 2004:71). The main purpose of this test is to determine whether the difference between the observed data and the expected data is by chance, or is a real relationship between the variables that are being studied. Furthermore, the Chi-square test is used to compare what the research has measured (observed) against what may be anticipated (expected), and is to observe the likelihood that the variables are independent (Saunders, et al., 2019:609).

The Chi-square test is a hypothesis test, that begins with the, researcher selecting a p-value, which is a measure of how likely the sample results are to fall in a predicted range, assuming the null hypothesis (or hypotheses) is/are true. If the result of the test is smaller than the p value, it is less likely that the sample results fall in a predicted range, therefore there is doubt in obtaining evidence against the null hypothesis, and this hypothesis can be rejected (Saunders, 2019:607). Saunders (2019:608) emphasises that if the test statistic is greater than the prescribed significance p value of 0.05, the data is interpreted as compatible with the explanation provided through the null hypothesis and the null hypothesis can be accepted (Saunders, 2019:607-608). The study makes use of the p value of 0.05 as stated by Saunders (2019:607).

In the study, SPSS is used to validate case summary and cross tabulation of variables as well as testing of the hypotheses using the Chi-square test. The observations are tabulated in the Table 5.2.7-1.

TABLE 5.2.7-1 LIST OF NULL HYPOTHESES WITH CASE SUMMARY CROSS TABULATION AND CHI SQUARE TEST RESULTS

Hypothesis Number	Null hypothesis	Case summary processing percentage valid responses	Cross Tabulation		Chi Square Test P Value (0.05)
			Total Count	Expected Count	
1	Organisational design consists of elements that make it complete as in a model (generic theoretical model)	100	13	13	0.366
2	Organisational effectiveness consists of elements that makes it complete as in a model (generic theoretical model)	100	13	13	0.283
3	Organisational design in a corrections environment consists of the same elements as those in a generic organisational design generic model (generic theoretical model).	100	13	13	0.401
4	Organisational effectiveness in a corrections environment consists of the	100	13	13	0.591

	same elements as those in a generic organisational effectiveness model (generic theoretical model)				
5	The theoretical model of organisational design has an impact on the theoretical model of organisational effectiveness.	100	13	13	0.213
6	The theoretical model of organisational design in corrections environment has an impact on the theoretical model of organisational effectiveness in a corrections environment.	100	13	13	0.224
7	Organisational design has an impact on employee engagement.	100	13	13	0.224
8	Employee engagement has an impact on organisational effectiveness.	100	13	13	0.224
9	The impact of organisational design on organisational effectiveness in a corrections environment can be sustained.	100	9	9	0.207

Table 5.2.7-1 is a list of the nine hypotheses tested by the study. The observation for case summary is 100% for all hypotheses as detailed in Table 5.2.7-1 from hypothesis one to hypothesis nine. The cross tabulation (cross tabs) is the same for the expected count and the total count for all nine hypotheses. The p-value in the Chi-square test is above the threshold of 0.05 for all nine hypotheses and, therefore, it can be assumed that the null hypothesis may be accepted for all nine hypotheses. The results of the Chi-square test are used in this chapter for further discussion and analysis of variables as and when appropriate.

5.3 ORGANISATIONAL THEORY

This study observes that the philosophy of organisational theory is a foundational theory for organisational design. Organisational theory provides the philosophy and expectations associated with how an organisation functions thus influencing the mind-set of people in the organisation and shaping the nature of decision-making processes used in organisational design.

Theories such as division of labour from Adam Smith in 1776, Scientific management from WF Taylor in 1935, Wieck's Model or Organising, in 1970, and the Decision Making Theory, in 1977, influence the elements selected in determining organisational design and organisational effectiveness. This, according to the study, also influences the nature of the outcome of the organisational design, organisational effectiveness and employee engagement.

Organisational theory includes understanding of relationships of disciplines, such as Finance, HR and Operations, which make up the environment of an organisation as discussed in section 2.5 and 2.6, respectively. Organisational theory, which is a confounding variable of the study, explains the impact of interaction of information and how such leads to the achievement of goals. It provides a framework and context to use in developing a deeper than normal analysis of patterns and irregularities resulting in a better selection of elements of organisational design, organisational effectiveness and employee engagement.

The intention of DCS, is to achieve its purpose as stated in section 5.2.1, regardless of ongoing challenges of overcrowding and requirements for specialised skills such as social workers and psychologists to name a few. These challenges are an indication that resource allocation needs to consider the complexity of the environment within which the DCS operates (organisational theory). Furthermore there is ongoing reduction of funding with the number of officials being reduced irrespective of the fluctuating inmate population and inmates that are serving longer sentences. These challenges create an impression that allocation of resources is not conducted at the back of a solid organisational theory framework that is specific to the corrections environment.

In summary, the study observes that organisational theory is an important aspect of organisational design, however organisational theory in the corrections environment may not utilised in a manner that creates the impact required on organisational effectiveness resulting in recurring problems such as overcrowding and shortage of specialised skills. The importance of organisational theory in organisational design is moderated by Ruffini et al, (2002:860) who states that relationships between organisational design and performance could not be explained through organisational theory. Organisational theory is a confounding variable of organisational design and

the following chapter discusses organisational design which is an independent variable.

5.4 ORGANISATIONAL DESIGN

This section provides a deeper understanding of organisational design through descriptive analysis. It discusses organisational design from perspectives of primary and secondary data, as well as elements of organisational design.

5.4.1 Understanding Of Organisational Design

The study discovers that organisational design is not a new concept and has been in existence since early civilisations. The study discovers seven organisational design models each with its elements that makes it a complete model and these are discussed in the following section.

5.4.1.1 Organisational Design Models

The study discovers seven organisational design models that have elements making them complete as in a model. Table 5.4.1.1-1, provides a summary of these organisational design models, together with elements that make them complete.

TABLE 5.4.1.1-1 LIST OF ORGANISATIONAL DESIGN MODELS WITH THEIR ELEMENTS

Weisbord 6 Box Model	Burke Litwin Model	Galbraith 5 Star Model	Nadler Tushman Congruence Management Model	Porters Value Chain Analysis	Ibitayo	Alter
Purpose	External Environment	Strategy	Environment (Internal and External)	Inbound Logistics	Function	Environment
Structure	Mission and Strategy	Structure	Stakeholders	Operations	Product	Strategies

Relationships	Leadership	Information and Decision-making processes	Culture	Outbound Logistics	Geography	Infrastructure
Rewards	Organisational Culture	Compensation and Reward Systems	Structure	Marketing and Sales	Customer	Products
Leadership	Structure	People	Systems	Service		Services
Helpful Mechanisms	Management Practices		Resources	Firm Infrastructure		Processes and activities
	Processes, systems, policies, and procedures		Strategy	Human Resources Management		Participants
	Work unit climate		Theory of change	Technology Development		ICT
	Task and Individual skill		Instructional Core (student, teacher, and content)	Procurement		
	Motivation					
	Individual needs, values and work unit climate					
Individual and Organisational Performance						

The study makes use of elements contained in Table 5.4.1.1-1 above to observe if these elements are the same across all organisational design models, making up a universal model. The study discovers that elements are materially different across models, though there are common elements that are observed across the seven models of organisational design and these are as follows:

- Purpose/Strategy;
- Structure;
- People;
- Environment;
- Processes, and;
- Compensation.

Elements that make up these models do not exclusively reside within the human resource discipline. The element, Environment, is a discipline of organisational theory,

while the elements such as, Strategy and Processes, are disciplines of business management, however business management is a discipline that is part of organisational theory.

There is evidence that there are more organisational design theoretical frameworks that are not be packaged into models that contain neat elements. Maureen and Angela (2010:6-10) refer to these organisational design frameworks as change models which according to them are more suitable for professional service organisations. However, the study does not seek to identify all organisational design models that exist in the organisational design universe, but to understand if there is a universal model of organisational design that is complete with elements. The study does not come across any literature that makes a hint of a universal model of organisational design. Nevertheless, there is evidence of organisational design models that contain enough elements to make them complete as in a model, though this is not the case with all the thinking in the organisational design space. According to Maduenyi et al (2015), there are organisational design models termed change models, which do not have a clearly defined model with elements expected by the study.

In the early 1990s, Rich (1992:776) made remarks that classification is a great tool for ordering information and data in a manner that makes it understandable and easy to retrieve in a phenomenological world. In conducting additional literature review, this study observes that Rich (1992:776) expresses four organisational classifications linked to organisational design models and these are stated below:

- Traditional organisational design models that use common sense and are based on face value.
- Empirical (numeric) organisational design models used in manufacturing and factory type of environments. Arithmetic or empirical procedures that compartmentalise features of an organisation according to similarity or contrast are used as a taxonomy to classify the organisation. These include exhaustive analysis of the organisation.
- Theoretical organisational design models that use research and codified approaches. Classifications are based on prior theory and empirical methods are down played. Theoretical design models can come across as ordinal,

making use of analysis and data or empirical measures such as making use of theory and statistics.

- Technology based organisational design models are based on technological trends such as Enterprise Architecture, AI, Machine Learning and Automation (Rich, 1992:776).

The study approaches organisational design from theoretical organisational design model classification of Rich (1992) in that it is based on theoretical models of organisational design. The study further discovers that Alter (2010) provides groundbreaking solution of design engineering and asserts that organisational design goes beyond the models to analytics and systems and talks about what is termed Organisational Design Engineering (ODE). A model ties various facets of a framework together, ensuring clarity of classification, ease of direction and understanding of rationale, and methodology.

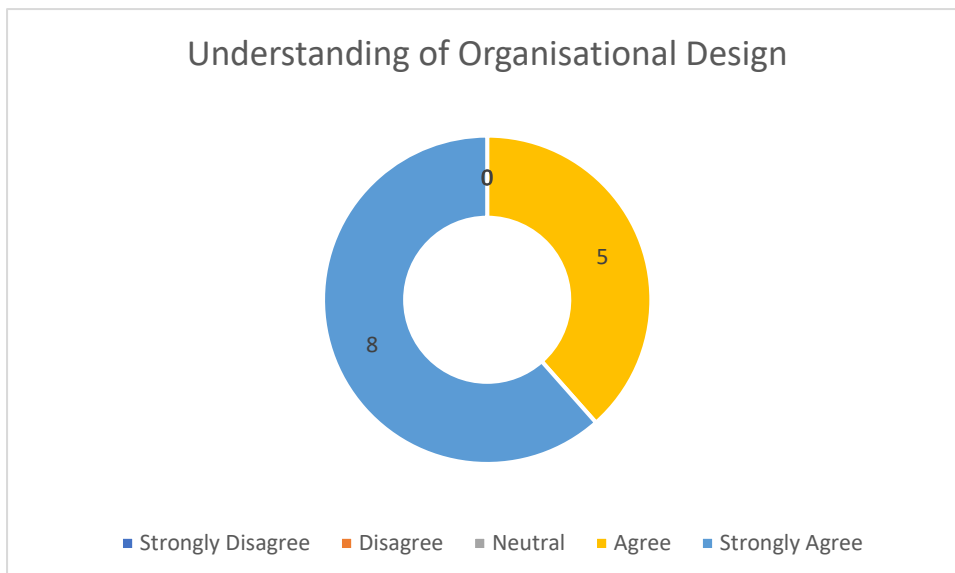
Robbins (1987), Weisbord (1976), Galbraith (2012), and Rich (1992) to name a few scholars concur that not all organisations are the same. Organisational science does not consist of a homogenous and generally accepted principles, there are many different theories that continue to evolve. However, there has been an interest on inquiring about a rational organisational design from as early as the 1900s. Furthermore, Onday (2016:38934) identified 32 leading theories in management starting from 1911 to 2001. These included management theories from Taylor and Weber before 1950, Herzberg on Motivation and Olsson's Hygiene and Management by Objectives in the 1960s; Mintzberg's Organisational design, and Senge on Learning Organisation in the 1970s, with the 1990's having scholars such as Toyota on Lean, Kotter on Leading Change and The Knowledge Society by Kolind, which emerged in 2001. Furthermore, organisational design science is said to take place in four layers, namely, "philosophy, methodology, theory, and application (Onday, 2016:38934).

The Chartered Institute of Personnel Development (CIPD) relates to three models, namely, McKinsey, Galbraith 5 Start model and Burke Litwin model as the most common models used in organisational design and the newer models being the Holonic Enterprise Model, which deals with co-ordination of autonomous members, McMillans Fractal Web, which sees an organisation as an organism with ability to learn and Ken Wilber's AQAL Model which looks at four quadrants from all levels of the

organisation, internally and externally (The Chartered Institute of Personnel Development (CIPD), 2023).

Understanding of organisational design is an important step in understanding if participants could engage on matters of organisational design with some degree of confidence and authority. This is observed through question three of the questionnaire, and contributes to the assurance that the person has conceptual knowledge of organisational design, prior to the interview. Graph 5.4.1.1-1 demonstrates how participants view their understanding of organisational design.

GRAPH 5.4.1.1-1 UNDERSTANDING OF ORGANISATIONAL DESIGN



All participants claim to understand organisational design with at least 62% of the participants stating that they strongly agree, as shown in Graph 5.4.1.1-1. The follow-up question requires the participants to describe what they think organisational design is.

When requested to describe what organisational design in question four of the questionnaire, participants elaborate that it entails a process of identifying areas of an organisation that are non-functional. These could be processes, systems, structure with the intention to improve the functioning of the organisation, as well as re-alignment of these areas to fit the purpose of the organisation. It is about having a blue print that positions people, processes and projects in a particular manner that enables

the organisation to deliver on its strategic mandate. The following sentences are verbatim responses from some of the participants:

Participant number one asserts that “*organisational design is aimed at improving effectiveness*”, with participant number three stating that “*organisational design brings forward a structure that will fulfil its functions.*” Participant number five states that “*it is a logical way to organise a structure such that everyone knows their roles and responsibilities and the two pillars of organisational design are structure and post establishment.*”

Participants have different levels of understanding of what organisational design is, in that there is no universal answer emanating from the interviews with participants. The results of the literature review concurs with the differentiated understanding of organisational design by individual participants in that the study observes description of organisational design that differs according to scholars and has many models with different elements. The participants assert that organisational design enables identification of roles, responsibilities, spans of control, and remuneration levels. They believe organisational design is about ensuring that structures, resources and financial assets are configured in a manner that best delivers strategic goals of the DCS.

The null hypothesis one states that organisational design consists of elements that make it complete as in a theoretical model. The results of the hypothesis one in Table 5.2.7-1, shows a cross tabulation total count and expected count of 13, with the Chi-square test, that has a p-value of 0.366, which means the null hypothesis (H1) can be accepted. Formative literature from section 2.7, and information provided by participants to the interviews concur with the results of the Chi-square test that the organisational design consists of elements that makes it complete as in a theoretical model. The following section discussed elements of organisational design according to primary and secondary research.

5.4.2 Elements Of Organisational Design

The study discovers seven different models of organisational design together with elements associated with each model. Section 5.4.1.1 demonstrates that

organisational design models consists of elements that makes it complete as in a theoretical model. The elements differ from one organisational design model to another.

Research question one seeks to discover if elements of organisational design form a theoretical model. There are elements contained in models that are common across the seven organisational design models and the frequency of occurrence of these elements in other models is observed and recorded in Table 5.4.2-1.

TABLE 5.4.2-1 NUMBER OF TIMES COMMON ELEMENTS OF ORGANISATIONAL DESIGN ARE OBSERVED ACROSS THE SEVEN MODELS

Element Number	Common Element	Number of times observed out of seven models
1	Purpose/Strategy/ Leadership	5
2	Systems / Process/ Operations	5
3	People/Culture	5
4	Structure	4
5	Environment	3
6	Rewards/Compensation	2

The study counts the number of times an element from the seven models of organisational design, is observed across models and this is detailed in Table 5.4.2-1. The study considers this to be an indication that elements with higher frequencies of observation land themselves better as possible elements of a universal model. However the study does not find elements that cut across all elements in frequencies that justify discovery of a universal model of organisational design.

At the formative stages of the study, an assumption is made on how elements of organisational design (preliminary elements) may look like after the literature review. Elements mentioned for organisational design at the inception of the study are materially different from the common elements observed across the seven models of organisational design or those mentioned by participants as depicted in Table 5.4.2-2.

TABLE 5.4.2-2 COMPARISON OF ELEMENTS OF ORGANISATIONAL DESIGN MODELS

Elements of Organisational design from the assumptions/ formative aspects of the study	Common elements of Organisational design from literature review aspects of the study	Elements of Organisational design from participants (corrections environment)
Formalisation Interaction Centralisation Fit for the industry and organisation Operating procedure Organisational structure Job design Capability Competency framework Job evaluation Service delivery model Value chain	Purpose/ Strategy/ Leadership, Systems/ Processes/ Procedures People/ Employee/ Culture Structure Environment Compensation / Rewards	Structure Environment People Security Work specialisation Span of control Chain of command Different departments Processes Expenses Finances Vision Mission Values Mandate Procedures Delegations of duty Reporting framework Employee wellness Strategic management Rank and file Managing organisational design

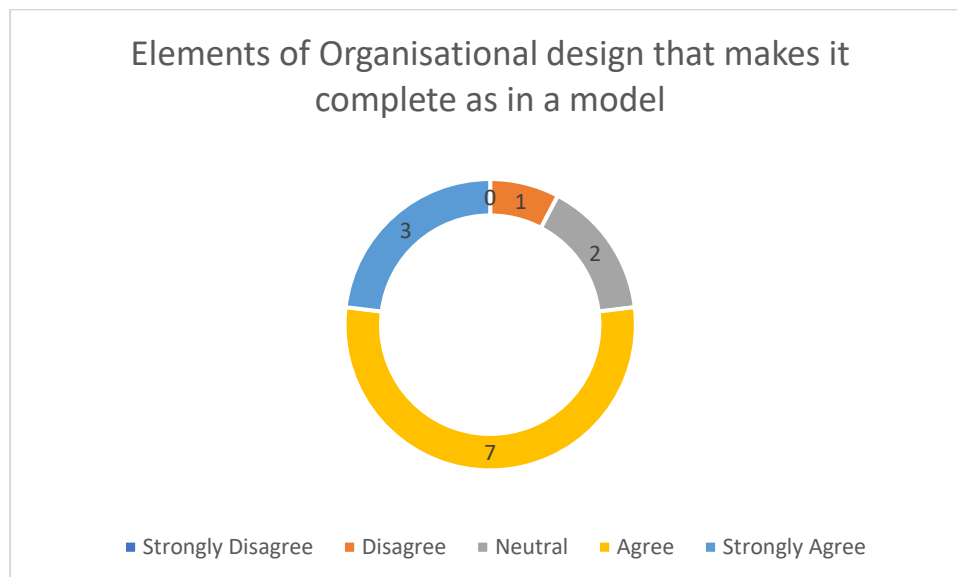
Table 5.4.2-2 demonstrates that some of the formative elements of organisational design are the same as the common elements found in corrections and across theoretical models of organisational design, these elements are, Structure and Procedure. However, the matching in Table 5.4.2-2 is not conclusive owing to the diversity of the elements, the scope and research methods of the study.

The SPSS results of null hypothesis three, which states that organisational design elements in a corrections environment consists of the same elements as those in a generic organisational design model, and Table 5.2.7-1 shows a cross tabulation total

count and expected count of the same value of 13, and the Chi-square test of a p-value of 0.401, which means the null hypothesis (H3) can be accepted.

Question five of the questionnaire uncovers if organisational design consists of elements that make it complete as in a model. The answers provided by participants are through a Likert scale ranging from strongly agree, agree, neutral, disagree to strongly disagree. The responses are depicted in Graph 5.4.2-1

GRAPH 5.4.2-1 UNDERSTANDING OF ELEMENTS OF ORGANISATIONAL DESIGN THAT MAKES IT COMPLETE AS IN A MODEL



At least 53% of the participants as demonstrated in Graph 5.4.2-1 concur that there are elements of organisational design that makes it complete as in a model, with 23% stating that they strongly agree. Furthermore, 15% are neutral on their position on the elements of organisational design being complete as in a model, while 8% state that they disagree that there are elements of organisational design that makes it complete as in a model.

Angela and Maureen (2016:6-11) discuss about organisational design that is in the form of change models and does not have elements that make it complete as in a model. This thinking is aligned with the 8% of participants that do not agree that there are elements of organisational design that makes it complete as in a model.

Participants believe that while there are elements of organisational design that could be part of a generic model, such is not always the case, and make use of an example that organisational principles (organisational theory) that define a cash loans business are different from those of managing a correctional system like the DCS.

There are sentiments that one model is not sufficient for organisations as they differ based on their nature of business and a combination of models need to be used. This is echoed by other scholars such as Maureen and Angela (2010), who believe traditional models and change models can be used in the same organisation.

In reply to question six of the questionnaire which states, 'if you agree that there are elements of organisational design that make them complete as in a model, what are they?' Most participants are able to name some elements that in their opinion are associated with organisational design models. However, they are not able to state the name of the organisational design model associated with the elements stated. At least three of the participants do not remember any elements at all. The observation on elements mentioned by the participants that closely match those identified in the literature review are mentioned 15 times during the interviews (see table 5.4.2-3). The elements mentioned by participants are compared with those identified in the literature review of the study and are detailed in Table 5.4.2-3

TABLE 5.4.2-3 NUMBER OF TIMES ELEMENTS OF ORGANISATIONAL DESIGN ARE MENTIONED BY PARTICIPANTS

Element of Organisational Design	Number of times mentioned	Frequency
Purpose and Strategy/ Leadership	1	7%
Systems/ Processes/ Operations	2	13%
People/ Culture	2	13%
Structure	6	40%
Environment	3	20%
Compensation / Rewards	1	7%
Total	15	100%

In Table 5.4.2-3, structure is mentioned the most at 40%, and environment at 20%, with the remaining elements being mentioned less than 20% of the time.

There are several additional elements of organisational design stated by participants that are not contained in the common elements of organisational design as established from the literature review. Some of these additional elements are span of control, chain

of command, job evaluation, functions, level of reporting, and expenses. Job evaluation is one of the elements identified during the formative aspect of the study, as shown in Table 5.4.1.1-1. Elements mentioned by participants fall within the discipline of HR in organisational theory.

5.4.3 Comparison Of Elements Of Organisational Design Models With The Corrections Environment

Research question three pertains to the elements of the theoretical model of a generic organisational design being the same as that in a corrections environment and is addressed through comparison of primary data and secondary data. During interviews, question seven of the questionnaire validates, if participants have come across elements of organisational design in a corrections environment. Answers to this question are matched against the common elements of organisational design observed in section 5.4.2. The elements identified are Purpose/Strategy, Structure, People, Environment, Processes and Compensation. The strategic documents of the DCS are reviewed as part of triangulation to understand the possibility of existence of common elements of organisational design identified during the literature review. This is presented form of a heat map depicted in Figure 5.4.3-1. Elements that are the same as common elements of organisational design are identified in most internal documents of the department and these elements are similar to those identified by the participants.

The determination of existence of common elements of organisational design in a corrections environment is discovered through analysis of DCS strategic documents. These documents are read to search for words, phrases or sentences that closely match common elements of organisational design observed in section 5.4.2. The primary reason for reviewing the sentences or phrases is the belief that written conversations that match or closely match the elements of organisational design create an assumption that the DCS does engage with elements of organisational design. This is part of triangulation of data to make up for the study not being physically conducted in a corrections environment. When words that closely match common elements of organisational design are discovered, they are transcribed onto a

spreadsheet in a tabular format, from which the heat map in Figure 5.4.3-1 is developed.

FIGURE 5.4.3-1 HEAT MAP OF ELEMENTS OF ORGANISATIONAL DESIGN ENGAGED WITH IN DOCUMENTS OF DCS

	DPSA Regulations	National Treasury Regulations	SCOPA	PFMA	Portfolio Committee	DCS Strategic Plan 2015 to 2020	DCS Strategic Plan 2020 to 2025	Annual Performance Plan 2018 / 19	Annual Performance Plan 2019/20	Annual Performance Plan 2020/21	Operations Management signed 2021
Purpose / Strategy/ Leadership	Green	Orange	Green	Orange	Orange	Green	Green	Green	Green	Green	Green
Structure	Green	Green	Green	Green	Orange	Green	Green	Green	Green	Green	Green
People	Green	Orange	Green	Orange	Orange	Green	Green	Orange	Green	Green	Orange
Environment	Green	Orange	Green	Orange	Orange	Green	Green	Green	Green	Green	Green
Sytems/Process/ Operations	Green	Orange	Green	Orange	Orange	Green	Green	Orange	Green	Green	Green
Compensation /Rewards	Green	Orange	Green	Orange	Orange	Green	Green	Orange	Green	Green	Orange

In developing the heat map on Figure 5.4.3-1, situations where conversations are evident that the DCS engages with elements of organisational design, are colour coded in green. Where conversations that match elements of organisational design are absent, coding is in orange colour. The absence of mentioning elements of organisational design in some documents does not necessarily mean the DCS does not engage conversations that mention these elements, or that such elements are absent in practice. The study considers this to mean that the context or the purpose of the document differs from the purpose of the research, or that the language used by the authors of those documents differs from the language used in the theories of organisational design. Furthermore, it may not be a necessity for elements of organisational design to be mentioned in those specific documents of DCS. In other words, there is a possibility that the particular document at that point in time is not written to engage with issues relevant to the elements of organisational design. Such examples are the documents of SCOPA, or the Parliamentary Portfolio Committee. The documents used for SCOPA and the Parliamentary Portfolio Committee are minutes of these committees and have a different focus for each sitting based on their agenda. Furthermore, some documents may not be designed with the specific aim to engage with certain elements of organisational design, for example the National Treasury Regulations and the PFMA. Nonetheless, these documents have also been analysed for elements of organisational design as they have an important influence on the environment of the DCS and indirectly organisational design.

Eleven of the 14 documents stated in section 4.7.3 on sampling of the DCS documents are analysed to observe the existence of elements of organisational design. Two of the 11 documents, namely, those of the DPSA and SCOPA mention all the common elements of organisational design as detailed in the heat map in Figure 5.4.3-1. Three of the 11 documents, namely, the Strategic Plan of 2015 to 2020, the Strategic Plan of 2020 to 2025, and the Annual Performance Plan of 2020/21 mention at least five elements of organisational design, namely; Purpose/Leadership/Strategy, Structure, People, Environment and Systems/Processes/Operations. Compensation is mentioned three times by the DPSA Regulations, National Treasury Regulations and SCOPA.

The Parliamentary Portfolio Committee document does not mention any element of organisational design. To get an objective analysis, an in-depth study of a representative sample of Parliamentary Portfolio Committee documents would be necessary, however this falls outside the problem statement of the study.

Participants are asked (in question seven of the questionnaire) if they had an encounter with any of the elements of organisational design in a corrections environment, 85% responded with a **Yes** indicating that they had come across some of the mentioned elements of organisational design in a corrections environment. Only 15% responded with a **No** stating they had not come across the elements of organisational design they had mentioned in a corrections environment.

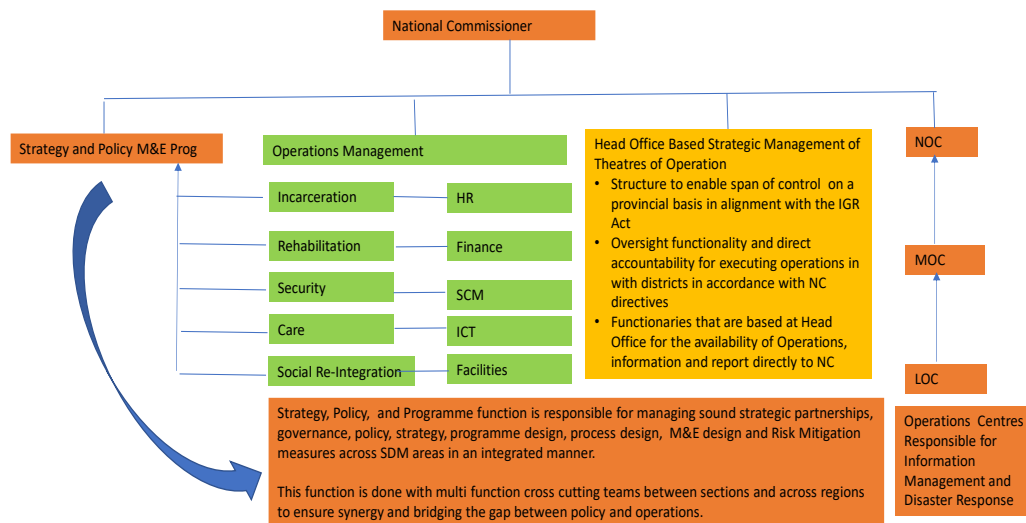
Among the elements of organisational design identified by participants, Structure and Environment are the most frequently identified elements. The participants also realise that there is a need to understand organisational design in order for organisational design to have an impact on organisational effectiveness, with one of the participants emphasising that the level of understanding of organisational design from a discipline perspective must be a pre-requisite for leading organisational structure projects, once business principles have been developed and signed off, organisational design experts must be left to design the final structure.

5.4.4 Organisational Design In A Corrections Environment

The study seeks to confirm if organisational design takes place in a corrections environment. This provides information required to make observations about the impact of organisational design on organisational effectiveness in a corrections environment.

The study discovers the Operations Design Framework Report which has a context of organisational design. This Operations Design Framework Report from the DCS is in response to the DPSA, that requires all government departments develop an operations management design principles for their departments. Included in this report is an Proposed Operations Design for the department as detailed in Figure 5.4.4-1.

FIGURE 5.4.4-1 DCS PROPOSED OPERATIONS DESIGN



Source: Operations Management Framework Phase II: Operations Design Report (DCS, 2021a:10).

The DCS proposed Operations Design on Figure 5.4.4-1 is obtained from the Operations Management Report which developed the Operations Design through principles of organisational design. The Operations Management Report states that it is making an attempt to resolve issues of information flow that is lagging between Head

Office and operations, convoluted approval channels, lack of clarity of coordination in the managerial structures, inconsistency of shift patterns, unreliable ICT and duplicated functions (DCS, 2021a:9).

The DCS's proposed Operations Design is included in this study as evidence that the department engages on matters of organisational design within the context of organisational theory, in that the Operations Design Report includes aspects of Finance, Operations and Human Resources to name a few. The DCS Operations Design Report does not state if it has made use of any organisational theory or models to arrive at the proposed Operations Design, however it states that it has made use of best practice. The Operations Design Report provides an organisational structure form that is geographic and functional in nature, therefore, symbolising some degree of matrix structure. Structure forms are discussed in Chapter 2.8 of the study. The study observes that the proposed Operations Design of the department could elaborate more on how the command and control approach is addressed in the operations design factoring that the DCS is bureaucratic in nature. Furthermore, it could provide insight on how the operations design focuses on rehabilitation and humane incarceration, which is part of the purpose of the department.

5.4.5 Summary Understanding Of Organisational Design

In summary, organisational design from a literature review point of view consists of models, frameworks and theories. Organisational design is used to define roles, responsibilities and resources in a manner that ensures achievement of the purpose of an organisation. The study discovers seven organisational design models together with their elements and models such as Galbraith and Burke Lutwin models are said to be the commonly used models. Not all models have elements as confirmed by Maureen and Angela (2010) and Rich (1992) who describe change models and organisational design classifications that do not have models or elements at all. This study does not come across any universal model of organisational design as in accounting models, which have a balance sheets or an income statement or as in a design of a car. The classifications of Rich (1992) and Alter (2010) on Organisational Design Engineering (ODE) are not sensitive to the organisational design models that

have elements as the focus of this study and this means that there are other approaches of organisational design that do not make use of organisational design models with elements as those identified in the study.

Participants mention some of the common elements of organisational design, demonstrating that these elements are present in the corrections environment. There are elements of organisational design that are similar with common elements of organisational design found in literature review, the DCS environment and those mentioned by participants demonstrating a comparable understanding of the subject of and organisational design.

5.5 ORGANISATIONAL EFFECTIVENESS

This section provides a detailed discussion of organisational effectiveness through use of primary and secondary data. It provides results of descriptive analysis of data on organisational effectiveness and elements of organisational effectiveness.

5.5.1 Understanding Organisational Effectiveness

Effectiveness, according to Robbins (1987:27), means maximum use of resources without any slack, yet flexibility or agility requires some degree of slack and being effective might mean slacking or maximising as and when conditions change. Furthermore, Robbins (1987:27) maintains that there is a universally agreed meaning that organisational effectiveness is about an organisation achieving its goals. However, there is no clarity of which goals, since organisations have many different types of goals that range from short-term, medium-term, long-term, official goals and actual goals, to name a few (Robbins, 1987:27).

During the 1960s to the early 1970s, there is a proliferation of studies on organisational effectiveness which results in the identification of 30 measures (elements) of organisational effectiveness (Robbins, 1987:27) These measures are stated as follows:

- Overall Effectiveness;
- Productivity;
- Efficiency;
- Profit;
- Quality;
- Accidents;
- Growth;
- Absenteeism;
- Turnover;
- Job Satisfaction;
- Motivation;
- Morale;
- Control;
- Conflict/ Cohesion;
- Flexibility / Adaptation;
- Planning and Goal Setting;
- Goal Consensus;
- Internalisation of Organisational Goals;
- Role and Norm Congruence;
- Managerial Interpersonal Skills;
- Managerial Task Skills;
- Information Management and Communication;
- Readiness;
- Utilisation of environment;
- Evaluation by external entities;
- Stability;
- Value of Human Resources;
- Participation and shared influence;
- Training and development, and;
- Achievement emphasis (Robbins, 1987:28-29).

The aforementioned measures from Robbins (1987) on organisational effectiveness demonstrate that organisational effectiveness has multiple measures, with different

characteristics. In addition, Robbins (1987) maintains that consideration of organisational effectiveness measures should include the means (inputs and processes) and the end (outcomes), and further cautions that the diversity of organisations being evaluated, the criteria used to define organisational effectiveness could be an indication of the preferences of the person conducting the evaluation than an indicator of the organisation being evaluated. Furthermore, not all of the 30 measures mentioned by Robbins (1987) are relevant to all organisations and these measures do not always have the same level of impact or importance (Robbins, 1987:29).

Hauswirth (2006) highlights the growth of companies being evidence of organisational effectiveness and efficiency which results in improved job opportunities, resilience to recession, better export opportunities, and better economic growth. Organisational economics enables identification of costs and benefits of an organisation with associated alternatives (Onday, 2016:38940).

In September 1999, a seminar is conducted on “The impact of individual’s performance on organisational effectiveness” and this culminates in the development and publishing of a book titled “*Organisational Effectiveness, the Role of Psychology.*” The contents emanates from at least 21 contributors with three editors. These contributors concur that there is no neat coherent model that could elegantly specify with clarity a path that an individual takes to make their actions, collectively with others create a phenomenon that can make an organisation effective as well as specific psychological interventions that enable such actions individually and collectively (Robertson, Militza, & Batram (Robertson et al), 2002:1). Furthermore, Robertson, Militza, & Batram (Robertson et al), (2002:1) argue that individuals need to gear their activities in a manner that defines and achieves common goals and organisational effectiveness and such can be evaluated by the degree to which such members have been successful in doing so. These scholars (Robertson et al, 2002:1) further define goals of an organisation as primary (focusing on the primary reason for existence of the organisation, such as profits) and secondary (focused on internal criteria such as culture). An organisation is believed to be a social arrangement and the praxis of an organisation needs to be provided with appropriate resources such as money, status, power, and authority to achieve the purpose of the organisation. Robertson et al (2002:4) breaks down effectiveness into four categories, namely:

- “Economic, with the ability to adapt to changes of the impact of external economic climate;
- Technological, stating that effective use of technology is critical in effective use of people in order for an organisation to be successful;
- Commercial, with the ability to find a special niche and defend it against competition for survival; and
- Social, which relates to the impact on the standard of lives of people in the organisation and those of stakeholders outside the organisation. In addition, social also refers to ethical, social, political, and cultural measures of effectiveness (Robertson et al, 2002:4)”.

Robertson et al. (2002:4) further includes additional variables of effectiveness such as profit, internal environment, locality area where the organisation exists, nationality and international aspect with respect to globalisation and further cautions that organisational effectiveness is a construct that is very complex and multi-dimensional. In addition, organisations differ with respect to their concept of what is organisational effectiveness as well as the emphasis they place on the chosen criteria and sometimes organisational effectiveness is influenced or imposed on the organisation by external factors.

Hauswirth (2006:11) suggests that little is known about the performance of public sector institutions and points out that effectiveness and efficiency is a key factor on public sector reform with debates emanating from as early as the 1970s. Organisational effectiveness within the public sector refers to how well resources are used to accomplish goals, whereas efficiency is about how inputs are used in relation to outputs, and effectiveness is about how outputs have been achieved in relation to intended results. Furthermore, effectiveness is about achievement of goals, while it is generally difficult to measure either efficiency or effectiveness (Hauswirth, 2006:6). Hauswirth (2006) maintains that there is no empirical based evidence on concrete matters that demonstrate that structures in the public sector lead to less efficiency. In addition, there is no conclusive evidence that outsourcing to the private sector is more productive or more effective. Moreover, Hauswirth (2006) attests coming across evidence of services that have been contracted out of the public service, which were subsequently brought back into the public service. The outcome of this process results in mixed levels of success and believes prescriptions from the private sector may not

be the right approach to managing public sector organisations. In addition, bureaucracy that provides for lack of flexibility in decision-making is also not ideal as are managers who act for their own self-interest and an organisational structure of the public sector must allow politicians and tax payers to determine and control the activities of the civil servant yet interest groups must be prevented from capturing public service (Hauswirth, 2006).

In concurrence with Hauswirth (2006), the study observes that, the DCS provided eight contracts to African Global Operations (formerly known as BOSASA) to provide nutrition services to 31 of the 226 kitchens during 2003 to 2005. This constituted meals for 49 256 of the 162 000 inmates, making up 30% of the inmates. In 2019, the DCS was forced to review these contracts resulting in DCS taking back the provision of this nutrition contract from BOSASA (DCS, 2019c:4, 8 & 10).

Hauswirth (2006:16-17) asserts that according to the “anorexia credo,” efficiency can be reduced as a result of cost cutting in that it results in reduced motivation. Furthermore, there is no evidence that there is a direct relationship between resource inputs and outputs in the public sector and the use of short-term contracts does not result in cost containment (Hauswirth, 2006:16-17).

Many public institutions have intangible outputs on how quality and quantity standards are determined. Some standards are completely subjective and weighting of such issues may not be of any value and Hauswirth (2006:6), explains that an attempt to compare organisations and their effectiveness may result in comparing apples with pears (Hauswirth, 2006:6). The study acknowledges this position of Hauswirth (2006:6) because of the observation that organisational effectiveness does not have a universal model as in accounting where there are accounting standards for a specific framework (e.g. balance sheet, or income statement) which are universal across the world. This universal model makes it possible to have a baseline that can be used to observe any deviations resulting from organisational effectiveness as well as providing for objective benchmarking across organisations. Hauswirth believes the main driving force for transformation and effectiveness in the public sector is budgets which are developed in a cameralistic or photo budgeting approach and this is perceived to be ineffective and inefficient in enabling service delivery that is delivered through bureaucratic institutions. Moreover, there is additional impact in the form of democratic

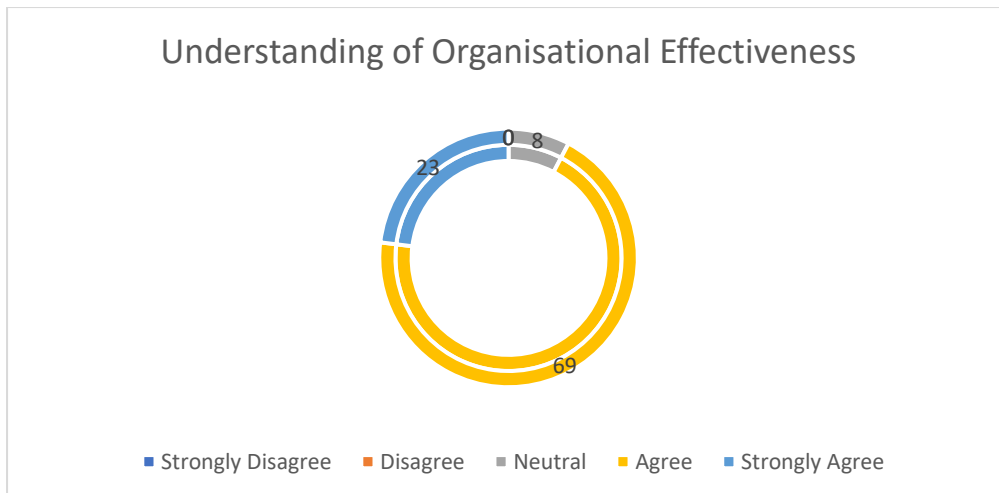
decision-making, equity and public sector mandates on organisational effectiveness (Hauswirth, 2006:6).

Ruffini et al (2000:872-874) believe that effectiveness criteria used by determinists is limited to shareholder criteria, such as descriptive analytical outcomes in comparison to an outcome or actionable theory. Moreover, there is a need for balance between actionable level of knowledge and detail suitable for design. Furthermore, effectiveness that is defined too narrowly or too conceptual for design practitioners does not provide for a functional fit between stakeholder demands and organisational effectiveness. Organisational design looks at people, processes, resources, and organisational arrangements (Ruffini et al, 2000:872-874). Stanford (2007:1), avers that the risk of failure exists in all organisations including start-ups and this risk can be mitigated through organisational design which can assist an organisation to perform well, and continuously adapt to change (Stanford, 2007:1), thus is being an effective organisation.

The null hypothesis two, states that “organisational effectiveness consists of elements that makes it complete as in a theoretical model (generic theoretical model).” The null hypothesis stated in Table 5.2.7-1 on organisational effectiveness consisting of elements that make it complete as in a model is tested through SPSS. The results are such that the cross tabulation total count and the expected count of 13 is the same and the Chi-square test has a p-value of 0.283, which is above 0.05, the null hypothesis (H2) can be accepted.

Question eight of the questionnaire, on understanding organisational effectiveness, is an important aspect of understanding if the participants have conceptual knowledge and are able to comprehend the subject matter they are being engaged on. The responses to this are depicted in Graph 5.5.1-1.

GRAPH 5.5.1-1 UNDERSTANDING OF ORGANISATIONAL EFFECTIVENESS



Participants are asked to rank themselves on a Likert scale, from strongly disagree to strongly agree as detailed in Graph 5.5.1-1. At least 92% of the participants assert that they understand organisational effectiveness (Agree and Strongly Agree) with 8% stating that they are neutral. The results demonstrate that participants are very confident of their understanding of organisational effectiveness.

The next question, which is an open-ended question, seeks to enable the study to discover the content and context of the participants' knowledge of organisational effectiveness. When asked in question nine of the questionnaire, what organisational effectiveness is, participant number one reports that organisational effectiveness *“is when an organisation is able to deliver on its mandate through established systems and processes, including governance that is aligned and consistent throughout its value chain.”* In contrast, participant number two mentions that *“it is the ratio of resources used in relation to its outputs”*, with participant number three having accentuated that *“organisational effectiveness is a measure of success against what you say you will achieve.”*

Ninety-two (92%) of the participants report that they understand what organisational effectiveness is, with one participant elegantly commenting that *“organisational effectiveness has to do with the ratio of resources used in relation to its outputs.”* Participant number one, for example, focuses on service delivery against the mandate within appropriate governance. Participant number seven opines that in a corrections environment, organisational effectiveness *“is about ensuring that the country is safe, protecting the community outside of corrections through secure incarcerations and*

getting the public and community to feel safe.” Participants have similar opinions in that safe custody of inmates, managing inmates well and ensuring that they are rehabilitated is echoed in varying degrees. These responses compare with the findings of the study in that there is a diverse understanding of organisational effectiveness within the different literature and amongst scholars. However, understanding of the achievement of the purpose of an organisation is the same for participants and scholarly articles.

The complexity of organisational effectiveness described above and the need to clearly define effectiveness, makes this study open a debate on organisational effectiveness in a corrections environment within the context of achievement the DCS goals and allocation of resources (organisational design).

5.5.2 Organisational Effectiveness Models

The literature review discovers that there are many organisational effectiveness models, and the intent of the study is to find out if there is a universal model of organisational effectiveness complete with its elements. Table 5.5.2-1 contains a list of organisational effectiveness models together with elements that make them complete as in a model as observed by the study.

TABLE 5.5.2-1 LIST OF ORGANISATIONAL EFFECTIVENESS MODELS WITH THEIR ELEMENTS

McKinsey 7 S Model	Almas Sabir	Bashir, Narmatha and Uma	Akpan and Nsien	Huy and Phuc	Garcia-Bernal and Ramirez-Aleson	Lovemore and Skitmore
Strategy	Tasks	Head of the institute	Goal attainment	Level of advancement of technologies	Information	Goal attainment
Structure	People	Human resources	Productivity	How volatile the environment is	Co-ordination	System resource
Systems	Structure	Finance	Profit	The size of the organisation	Diverging objectives	Strategic constituency
Style	Culture	Machinery	Employee morale	Information systems	Motivation	Competing values
Staff		Buildings	Employee engagement	Idiosyncrasies of the organisational structure	Incentives	High performing systems
Skills		Equipment	Employee turnover	Budget participation	Transaction costs	Legitimacy

Shared values		Information	Absenteeism	External environment	Firm's efficiency	Fault driven
		Materials			Wealth creation	Ineffectiveness
		Man hours			Problem solving	Drive Organisational effectiveness

Literature review discovers seven organisational effectiveness models with elements that make them complete as detailed in Table 5.5.2-1. Robbins (1987:26) believes that all disciplines in the administrative sciences such as marketing, finance, production, operations management, process management, materially contribute towards effectiveness of organisations by enhancing the quality of decision-making. Moreover, the success of an organisation depends on how people and jobs are organised and how their roles and responsibilities are defined. Furthermore organisational structures are not universal and work differently in different contexts. Managers who are better informed about their structure options and circumstances under which their structures function, perform better and have an advantage over their less informed counterparts (Robbins, 1987:26).

In question 10 of the questionnaire, participants are asked if organisational effectiveness consists of elements that makes it complete as in a model. At least 85% of the participants responds positively and believe organisational effectiveness consist of elements that make it complete as in a model. Two of the participants state **No**, meaning they do not believe organisational effectiveness consist of elements that make it complete as in a model. This split is in line with the observation of the study, that discovers models of organisational effectiveness which are complete with their own elements. Scholars such as Xu, et al (2022:2419) cast doubt on such models, stating that regardless of its long history, there is still no existing universal theoretical model for measuring effectiveness of operational or organisational structures. Factoring that the researcher identifies seven models of organisational effectiveness with associated elements in the literature review, these do not include the long list provided by scholars such as Robbins (1987). The understanding is that there are numerous organisational effectiveness models together with their elements. This understanding compares with the understanding of participants who provide different

elements from each other as elements of organisational effectiveness. Participants' view of organisational effectiveness is such that there is more than one model and there is no universal understanding of what organisational effectiveness is. However, 92% of the participants reported that they came across elements of organisational effectiveness in the corrections environment.

5.5.3 Elements Of Organisational Effectiveness

Research question two seeks to observe if there are elements of organisational effectiveness that form a theoretical model according to the literature review. The study discovers seven different models of organisational effectiveness, each with its own elements. The models identified are the McKinsey 7 S Model, Almas Sabir Model, Bashir, Narmatha and Uma Model, Akpan and Nsien Model, Huy and Phuc Model, Garcia-Bernal and Ramirez-Alison Model and Lovemore and Skitmore Model. All organisational effectiveness models have their individual elements that make them complete. The study observes elements that are common across the seven models and these are depicted in Table 5.5.3-1

TABLE 5.5.3-1 NUMBER OF TIMES COMMON ELEMENTS OF ORGANISATIONAL EFFECTIVENESS ARE OBSERVED ACROSS SEVEN MODELS

Element Number	Name of Element of organisational effectiveness	Number of times observed out of seven models
1	Strategy/ Head of Institution/ and Goal Attainment	5
2	Employee/ People/Culture	5
3	Information Systems	5
4	Structure	3
5	Finance	4

The common elements are observed for frequency of occurrence, with a view to understand the likelihood of existence of a universal model that has elements that make it complete. The elements of organisational effectiveness differ from model to

model. However, there are common elements that are found across the seven models and these are depicted in Table 5.5.3-1. The purpose to identify elements of organisational effectiveness is to discover if elements with high frequency make up a universal model of organisational effectiveness and not to conduct an audit of all existing organisational effectiveness models. There is a likelihood that there could be more organisational effectiveness models than the ones the study comes across. This assumption is based on Xu, et al (2022:2419) who argues that there is no existing universal model for measuring effectiveness of operational or organisational structures, regardless of its long history.

Most participants in response to question 11 of the questionnaire, which requests them to name elements of organisational effectiveness, are able to name a few elements of organisational effectiveness, with at least three participants not remembering any elements at all. There are 15 mentions of elements that closely match those identified as common in the literature review. The elements named are compared with those identified as common in the literature review and are detailed in Table 5.5.3-2.

TABLE 5.5.3-2 NUMBER OF TIMES COMMON ELEMENTS OF ORGANISATIONAL EFFECTIVENESS ARE MENTIONED BY PARTICIPANTS

Element of Organisational Effectiveness	Number of Times mentioned	Percentage Frequency
Strategy/Head of institution/Goal attainment	3	20
Employee / People/ Culture	3	20
Information Systems	3	20
Structure	2	13
Finances	4	27
Total	15	100

Table 5.5.3-2 depicts the number of times common elements of organisational effectiveness are mentioned by participants. Employee, People and Culture are mentioned 20% of the time, together with Strategy, Head of institution, Goal attainment and Information systems. Structure is mentioned the least at 13% and Finances are mentioned most at 27%. Participants mention additional elements of organisational effectiveness. These are legal, leadership, products, assessment of skills, ability of management to manage resources and employees, organised labour and associated

problems, following a command to the letter, span of control, security of environment, different functions, staffing ratios at the centre, targets, complaints, capacity of employees and their qualifications, technical abilities, and capacity building of younger employees. Public trust was emphasised as important in a corrections environment. Participant number 10 emphasises the need to have an effective leader, leading effective employees who are well trained with functions that work in unison through a cross-functional team approach as organisational effectiveness.

In response to a question 12 of the questionnaire on elements of organisational effectiveness in a corrections environment being the same as those in a generic organisational effectiveness model, participants state what they believe to be elements of organisational effectiveness without any external influence in form of pre-reading or explanation prior to the interview. Their responses are matched against elements assumed to be those of organisational effectiveness at the formative aspects of the study in section 1.5.2 with the common elements depicted in 5.5.3-1. This comparison is detailed in Table 5.5.3-3

TABLE 5.5.3-3 COMPARISON OF ELEMENTS OF ORGANISATIONAL EFFECTIVENESS MODELS

Elements of organisational effectiveness from the assumption, formative aspects of the study	Common elements of organisational effectiveness from the literature review aspects of the study	Elements of organisational effectiveness from participants (corrections environment)
Production Financial numbers Business strategy Supply chain Innovation model Knowledge and understanding of the organisational structure (culture) Bureaucracy Execution Management Leadership Technology	Strategy and goal Attainment Employee/ People/ Culture Information systems Structure Head of institution/ Style Finance	Finance Human Resources Legal Management of resources Workforce People Environment Infrastructure Systems Delegations Process to enable autopilot Funding Work specialisation

Engaged employees Change management		Chain of command Span of control Security Structure Functions Staffing ratios at centre level Money in the bank Qualifications Capacity of Staff Public trust Offenders rehabilitated Objectives Culture Budgets Information Technology Equipment Tools of trade and equipment Employee wellness
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The literature review and responses from participants demonstrate that elements of organisational effectiveness are similar across secondary and primary data. Participants in the corrections environment mention more elements of organisational effectiveness, than those observed through secondary data (including DCS documents). The fewer elements from the literature review in the table above are a result of the study making use of only common elements of organisational effectiveness observed across the seven models.

Table 5.5.3-3 provides a comparison of elements identified at the formative stage of the study with common elements of organisational effectiveness and elements identified by the participants. Some of the elements identified by participants such as finance (budgets), strategy, structure and employees are similar to the elements identified at the formative stage of the study and common elements. There are additional elements that are different from common elements of organisational effectiveness and are detailed in Table 5.5.3-3, with participant number one stating

that the whole body of management is aimed at organisational effectiveness. This thinking is similar to that of Robbins (1987:26) who perceives the whole discipline of administrative sciences to be aimed at organisational effectiveness.

5.5.4 Comparison Of Elements Of Organisational Effectiveness With The Corrections Environment.

The DCS’s strategic documents are reviewed for triangulation of data to observe the possibility of existence of common elements of organisational effectiveness identified during the literature review. A heat map detailed in Table 5.5.4-1 is developed to assist with validating the existence common elements of organisational effectiveness identified in section 5.5.3.

DCS strategic documents demonstrate the extent to which the DCS refers or relates to common elements of organisational effectiveness. Conversations that either match or closely match the elements are transcribed against each element in a data sheet in form of an Excel Spread Sheet in the same manner as in section 5.4.3. This spreadsheet is then used to develop the heat map as illustrated in the Figure 5.5.4-1.

FIGURE 5.5.4-1 HEAT MAP OF ELEMENTS OF ORGANISATIONAL EFFECTIVENESS ENGAGED WITH ON DOCUMENTS OF DCS

	DPSA Regulations	National Treasury Regulations	SCOPA	PFMA	Portfolio Committee	DCS Strategic Plan 2015 to 2020	DCS Strategic Plan 2020 to 2025	Annual Performance Plan 2018 / 19	Annual Performance Plan 2019/20	Annual Performance Plan 2020/21	Operations Management signed 2021
Information Systems	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green
Culture / Employee/ People	Green	Yellow	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green
Finances Structure	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green
Strategy/ Head of Institution / Goal Attainment	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green

Results from the heat map depicted in Figure 5.5.4-1 above demonstrate that the DCS comprehensively engages with elements of organisational effectiveness.

Where elements are observed in the DCS documents, the heatmap is coloured green and where the elements are not observed the heatmap is coloured orange. Gaps are observed documents of the National Treasury Regulations, PFMA and Portfolio Committee, this could be due to the context of the intended purpose for developing these documents, hence the elements of organisational effectiveness may not feature prominently. The frequency within which the elements are mentioned is not considered critical to the study, as it does not have any material impact on the outcome of the study. The study seeks to discover if the DCS engages with elements of organisational effectiveness in its documents. The common elements of organisational effectiveness, namely, Strategy/Head of Institution/Goal attainment; Employee/Culture/People; Information systems; Structure and Finance are found in all documents of the DCS, including the DPSA documents.

Research question four seeks to understand if elements of the theoretical model of a generic organisational effectiveness model are the same as those in a corrections environment. During the interviews with participants, question 12 of the questionnaire validates if participants can name elements of organisational effectiveness in a corrections environment. Answers to this question are matched against the common elements of organisational effectiveness. Participants identify Structure, Culture/Employee wellness and ICT, as some of the elements of organisational effectiveness in a corrections environment.

The null hypothesis four states “Organisational effectiveness in a corrections environment consists of the same elements as those in a generic organisational effectiveness model”. Table 5.2.7-1 shows that the cross tabulation total count and expected are both 13, with a Chi-square test which has a p-value of 0.591, which is above the 0.05 acceptance rate. This null hypothesis (H4) can be accepted.

There are 92% of participants who agree with question 12 of the questionnaire that they have had an encounter with some of the elements of organisational effectiveness in a corrections environment. Only 8% of the participants state that they have not seen any elements of organisational effectiveness in a corrections environment.

5.5.5 Organisational Effectiveness In A Corrections Environment

Participants see organisational effectiveness in a corrections environment within the context of delivering specific mandates, such as ensuring that the country is safe, there is safe custody of inmates and successful rehabilitation. They emphasise that the role of infrastructure and logistics in a corrections environment is important in that facilities cannot function with a broken window or dysfunctional geysers. This is echoed by participant number five who focuses on old, dilapidated infrastructure and contends that such cannot lead to organisational effectiveness. Unexpected elements of organisational effectiveness that emerge from participants are in the form of employee wellness and facilities which are said to be needed for organisational effectiveness point of view, with one participant revealing that they personally introduced gymnasiums for employees in every correctional centre to enhance employee wellness. Participant number five emphasises that a blocked drain in a cell has far-reaching consequences and can be detrimental to the safety and security of inmates. Provision of resources to ensure work is done, filling of vacant posts correctly, the ability of leadership to manage officials, an organisational design that has incomplete functions, and an organisational design that is not aligned to what the department should be doing, are issues of organisational effectiveness mentioned by participants. Furthermore, insufficient officials in a correctional centre is said to place officials and the infrastructure at risk and is an issue of organisational effectiveness, according to participants.

These elements of organisational effectiveness stated by participants fall into the same thinking as the scholars and consultants who have a shopping list of organisational effectiveness measures as seen in Robbins (1987) who has a list of 30 elements, as referred to earlier (listed section 5.5.1). Some participants state that organisational effectiveness will be reached when the department achieves its mandate with minimal resources and within corporate governance. There are sentiments that the process of organisational effectiveness in corrections has not yet matured to a point wherein there is a determination of the average cost per inmate (not an estimate, as is the current practice) in the department. Only when this average cost per inmate is known through accounting, will it mean effectiveness of the department can be determined.

Participant number seven expresses that expectations from national strategies, political principals and communities in general, are not always captured in

organisational design and organisational effectiveness interventions. These participants points out that a number of these challenges are solved in isolation of each other, resulting in silo effects and solutions that are not sustainable, in that temporary solutions became regular programmes (e.g. Operation Vala) and stretch resources on officials and budgets.

Participant number five who has more than 30 years' experience in corrections, states that *"the department can never achieve effectiveness if logistics is not considered an important element of the organisational effectiveness."* This participant explains that *"their level of work means that this sentiment cannot filter into the decision-making structures regardless of how meaningful such input is, because the participant does not participate in the decision-making structures."* Participant seven points out that *"shifting of funds from core mandates in order to accommodate priorities that arise as a result of executive directives negatively impacts on the sustainability of organisational effectiveness, regardless of the nature of organisational design model being utilised."* The belief of this participant together with other participants is that such directives can be better delivered by other competencies of government and give an example of a programme called "reading for redemption" as an intervention that is implemented through an executive directive and has in the past not attained traction (during the period the participant was still working at the department) and the participant sees this as a negative impact on organisational effectiveness in the correctional environment.

5.5.6 Summary Understanding Of Organisational Effectiveness

The study discovers seven models of organisational effectiveness, that are complete with their elements. The study does not discover a universal organisational effectiveness model with universal elements. Elements of organisational effectiveness are diverse with authors such as Robbins (1987), mentioning at least 30. Some elements of organisational effectiveness such namely Strategy/Head of Institution/Goal attainment; Employee/Culture/People; Information systems; Structure and Finance are found in documents of DCS. Participants do not have a universal understanding of organisational effectiveness and this is the same for organisational

design. Elements assumed to be those of organisational effectiveness during the formative aspect of the study in Chapter One, are materially different from those observed in the literature review, and those stated by participants. Organisational effectiveness in a corrections environment is similar to that of a generic environment in that it consists of many elements. Nevertheless, there is no evidence that there is a model of organisational effectiveness specific to a corrections environment. The study notes that participants have an in-depth focus on elements of organisational effectiveness in a corrections environment though the emphasis of elements of organisational effectiveness in a corrections environment are materially different from those observed in literature review. Logistics is seen as important aspect of organisational effectiveness, this giving insight that effectiveness measure in corrections might not necessarily be a measurement such as profit as in business management, it could be a function as in logistics .

5.6 EMPLOYEE ENGAGEMENT

At the inception of the study, the perception is that employee engagement, which is a secondary variable or intervening variable, does not consist of models. Literature review reveals presence of models of employee engagement. The study on employee engagement models is included for completeness and elements of organisational effectiveness are not studied in detail as they do not have material impact on the study.

5.6.1 Understanding Employee Engagement

Smith and Markwick (2009:v) assert that employee engagement can be demonstrated through employee dedication and commitment to an organisation. This commitment is demonstrated in a manner that thoughts and actions of employees support matters required for the success of the organisation in the application of their skills and talents. Furthermore the employee promotes the business of the employer through advocacy and having a sense of belonging to the organisation as a whole. Smith and Marckwick (2009:v) further maintain that there are several positives emanating from employee engagement. These positives range from engaged employees performing 20% better

than their counterparts, having a positive impact on the bottom line, providing for improved efficiencies, and being amenable to implementing change initiatives. Smith and Marckwick, (2009:v), emphasise that employees are not always engaged and it is normal for employees to be highly engaged when they start working with an organisation and disengage later. In addition, personality types, age, and personal choices impact on employee engagement (Smith & Marckwick, 2009:v). Effectory (2021:nd) concurs with Smith and Marckwick (2009:v) and assert that employee engagement is necessary for organisations in achieving their business objectives. Employee engagement, according to Rothmann and Baumann (2014:516), entails experiencing a sense of self-worth while having a strong association and involvement with one's work. Furthermore, psychological availability and psychological meaningfulness are important aspects of employee engagement. Social responsibilities that affect the availability and meaningfulness of work for an employee create stress and negatively impact on employee engagement (Rothmann & Baumann, 2014:516). This is in agreement with Smith and Markwick (2009:v) who asserts that there are several employee engagement factors that impact on organisational effectiveness (Smith & Markwick, 2009:v).

For employees to make themselves emotionally available, there are a number of conditions identified by Rothmann and Baumann (2014:517) in their study. They state that strength, skills and competencies to be able to do the work, the culture of the individuals and the organisation, as well as social support available being issues that impact on the ability of the employee to work effectively. Furthermore, family responsibilities and the ability to get to work with ease are factors that they observed as having an impact on employee engagement (Rothmann and Baumann, 2014:517). Employee engagement is said to be at the top of the mind of a number of executives owing to the sentiments that happy and satisfied employees at work lead to better business results (The Insights Group limited, 2014).

Everything in the suite of resources of a firm, including equipment, tools, technology, and software can be manipulated without any contestation. However, people are the only element with a free will that can be used in the interest of the organisation or against the organisation. Smith and Markwick (2009) assert that, various measures of employee engagement do not necessarily mean that employees are engaged. Employee engagement takes place at a cognitive level and is a two-way street where

in the employer and the employee interact meaningfully to the benefit of each other. A satisfied employee does not necessarily mean the business outcomes will be better or same as the degree of employee satisfaction (Smith & Markwick, 2009). The latter authors point out the following seven common drivers of employee engagement:

- work that has meaning or purpose;
- communication;
- transparency;
- opportunities for learning and growth;
- being recognised and rewarded accordingly;
- respectful and assertive relationships; and
- inspiring leadership (Smith & Markwick, 2009).

The Insights Group Limited points out that employee engagement leads to real business results. Employees who are healthy and mentally fit, and who are committed to the success of their organisation through thought and action are more productive than other employees (The Insights Group Limited, 2014:1). The understanding of employee engagement provides insight on why employee engagement is an intervening variable in the study. It provides appreciation that organisational design and organisational effectiveness need employee engagement in order to achieve the purpose of an organisation. Employee engagement is seen as an enabler of better business results by the Insights Group (2014:1) and Smith and Markwick (2009:v) who believe employee engagement impacts on organisational effectiveness. The study does not come across literature that talks about the impact of a model of employee engagement on organisational effectiveness.

Participants, in response to the question 15 of the questionnaire, on what employee engagement is, state that employee engagement involves clarity of rules, expectations, and goals that need to be achieved. It is about consulting people and ensuring they are involved in the processes that affect them.

5.6.2 Employee Engagement Models

The study discovers seven employee engagement models together with their own elements. These are detailed in Table 5.6.2-1.

TABLE 5.6.2-1 LIST OF EMPLOYEE ENGAGEMENT MODELS WITH THEIR ELEMENTS.

The Corporate Leadership Council	Khan	The JDR	The Zinger Associates	The Gallup Model	The Deloitte	Aon Hewitt Model
Discretionary effort	Personal	Work demands	Achieve results	Caring manager	Meaningful work	Say things that make employees ambassador
Intent to stay	Interpersonal	Resources	Mark progress	Development	Trust in Leadership	Stay reducing turnover costs
	Organisational		Maximise performance	Ongoing conversation	Hands on Management	Strive for employees who go above and beyond
	Intergroup influence		Foster recognition	Focus on growth	Opportunities for growth	
			Build relationships		Positive work environment	
	Presence at work		Enliven energy			
			Leverage strength			
			Make meaning			
			Master moments			
Enhance wellbeing						

The seven employee engagement models detailed in Table 5.6.2-1 have elements that makes them complete as in a model, however these elements are not universal. This trend is observed with organisational design and organisational effectiveness, providing the same meaning that there is no universal model of employee engagement.

The study does not discover any common understanding or common definition of employee engagement amongst scholars, consultants and professionals. However, there is consensus that employee engagement is pivotal to the performance and success of an organisation, with Zinger and Associates (2012:1), Effectory (2021:nd) and The Corporate Leadership Council (2011:5) confirming this with their similar opinions. There is general belief that employee attitude towards work, their attendance and employee turnover have a high correlation with productivity, individual, group, and organisational performance, and the quality of customer experience (Smith & Marckwick, 2009:1).

The participants are asked in question 15 of the questionnaire what employee engagement is?. Participant number four elucidates that “*employee engagement is about an employer creating an environment where employees can participate and engage in the affairs of the employer in such a way that their inputs are considered and the employee feels valued.*” Participants emphasise that for employees to be engaged, the employer must clearly state rules, expectations, goals, and the manner in which these goals are to be achieved.

Participants believe that employee engagement increases employee participation and productivity. Furthermore, employee engagement is said to be about leadership, and creating platforms of communication throughout their spans of control and levels of work in the organisation. Participants also believe that employee participation takes place in the form of meetings, induction, orientation, workshops, on-job training (which provides for additional experience through temporary placement on alternative existing jobs), in-service training (mainly for new inexperienced employees who are provided with specific training while they are working on a job as a service to the department and earning a salary), and structured performance meetings. Employee engagement is said to be a two-way process that counters gossips. Participants lament that this two-way process is not always practiced in the DCS. The perspective of participants on employee engagement is similar to those identified from the literature review.

5.6.3 Understanding Employee Engagement In A Corrections Environment

The beliefs of participants are that employee engagement is critical in corrections, factoring the ongoing nature of the business of corrections and the strategic plans of the department, which runs in five-year intervals, up to 50 years, as in the DCS Vision 2068. Participants express that it makes sense that employee engagement should be ongoing in support of all these strategies, including operational strategies. The participants opined that the department can only achieve short and long-term strategic objectives through engaged employees.

Participants to the interviews express that if there is no employee engagement in corrections, the officials can become offenders by association. One of the participants

argued that *“without employee engagement, inmates can play officials against management and get away with it.”* Participants explain that the work of corrections is perpetual, with offenders get sentenced differently, ranging from a few months, several years and life. Remand detainees stay in corrections for periods ranging between a few weeks to years before being sentenced or released entirely. When parolees are released into the community, they need supervision over a period of time until they are completely liberated.

Participants believe rehabilitation and correctional programmes are a lifeline to an inmate. Rehabilitation programmes are dependent on a number of factors, including the nature of the programme, the content of the correctional sentence plan, the character of the person undergoing rehabilitation, correction or amount of intervention required and all these have an interface with a correctional official. One participant asserts that employee engagement is the key ingredient in corrections in that none of the programmes in the entire corrections can take place without an intervention of a correctional official. Inmates in corrections have day-to-day needs for decent living and these are regulated and supported by prescripts and international treaties such as the Nelson Mandela Rules. Planning for these services requires a long-term approach. In addition, the South African correctional system has been around for more than 100 years and will be around for the foreseeable future. This makes employee engagement a requirement for corrections in the short-, medium- and long-term.

The participants have a similar understanding of employee engagement in comparison to the understanding that was discovered through literature review. The study makes a deductive reasoning that there is no universal definition and understanding of employee engagement from a literature review point of view. The participants concur that employee engagement means that there must be clear communication from the leadership, transparency, clarity of expectations, and guidance on the manner in which goals must be achieved. Participant number five emphasises that some of the managers are more of politicians than managers, meaning they go with the flow, and do whatever is required to get by on a daily basis. This impacts negatively on employee engagement.

The participants emphasise that consultation is critical in a corrections environment. This is for ensuring employee buy-in and engagement factoring the high-risk nature of

the corrections environment. Participant number four also confirms that the department needs to respond to the changes in the external environment, with participant number five emphasising that corrections is different from a food outlet or clothing factory. According to this participant, *“consultations and participation of employees on decision-making is important.”* There is a general perception among participants that clarity of expectations is absent in the case of DCS. Participant number 11 believes functions can be executed better in a correctional centre if employees are engaged on all issues including policies, and they should be provided with ongoing training on policies, rather than assuming they already know. Participant number one states that *“corrections are not a Sunday School (a religious class for toddlers in a Christian church); They consist of convicted criminals and a united employee and employer relationship is critical. The absence of a united employee and employer relationship could easily be exploited by inmates”*.

There are viewpoints that employee engagement can minimise labour disputes between the employer and employee, and the implementation of “the notorious Occupation Specific Dispensation” (OSD) is a good example. In June 2007, the Department of Public Service and Administration introduced a revised salary structure that is unique and specific to each identified occupation and was termed Occupation Specific Dispensation (OSD). This salary structure was centrally determined through job profiles and broad grading structures (South African Government, 2007). The OSD was implemented in a phased approach with many challenges such as insufficient funding, lack of understanding of how to translate from the pre OSD baseline and other factors, resulting in medical doctors striking (Bateman, 2010). Participants concur with literature review on implementation of OSD in that they are of the opinion that there was insufficient consultation and or communication resulting in disputes between employee and employer. There is belief that disputes are frequent in the recent past, and there is a common discourse emanating from participants that frequent and open communication is important for positive employee engagement. The impact of absence of employee engagement is said to lead to ineffective implementation of rehabilitation programmes, increase in contraband and reduced safety for officials. The participants express concerns that the responsibility for rehabilitating inmates is a heavy one, even with engaged officials, the department cannot achieve this without engaging and obtaining the support of the communities and society. Furthermore, the

community should look out for the interest of the correctional official who is a critical link in the incarceration and correction of these inmates.

This high-risk environment needs clarity and certainty of purpose and intention, participants emphasise. Inputs from the coal face are critical in that Correctional Officials at the Correctional Centre are the ones who interact with the environment on an ongoing basis. Participant number ten accentuates that there are programmes that the department implemented in the past, that could have been better implemented if there was sufficient employee consultations. They explain that the design of the Unit Management system was a one size fits all and did not provide for alternatives. Implementation of the Unit Management system is a challenge in small Correctional Centres and if the Unit Management system was designed with alternatives, it could have been better implementation in smaller Correctional Centres.

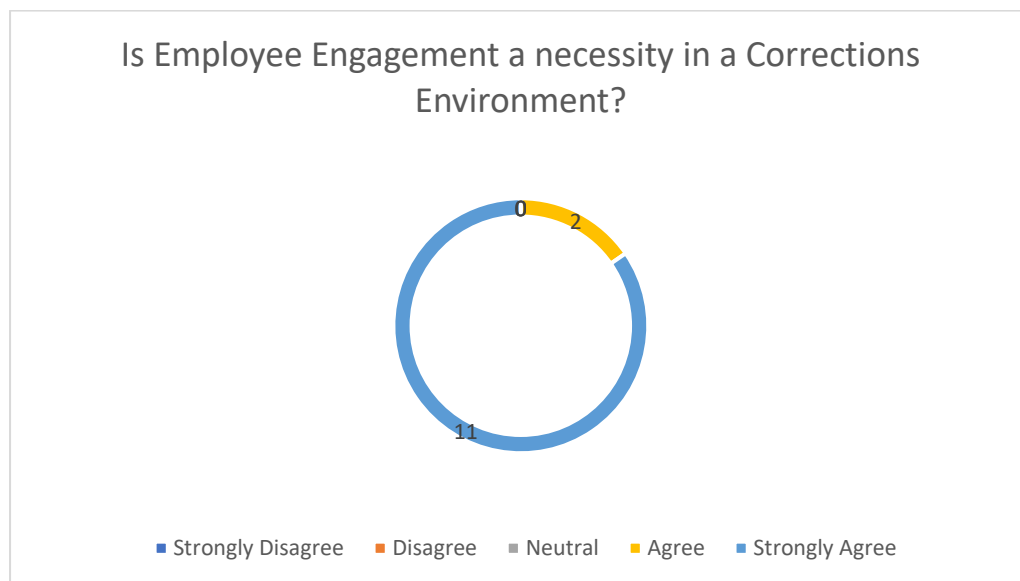
The DCS is a specialised environment and employees that work for the department do so for most of their working lives. Consequently, this makes employee engagement critical for the quality of life of officials factoring the high-risk nature of the corrections environment. The participants emphasise that corrections is a people-driven organisation and organisational design, organisational effectiveness and employee engagement are important aspects of corrections management. The participants further explain that the push for personal agendas and creation of positions for specific people negatively affect employee engagement and organisational effectiveness.

When reviewing documents of the department for employee engagement, the study discovers that the documents of the department do not focus on employee engagement. The documents focus on mandates and achievement of such mandates based on predefined strategic goals, targets and performance indicators. Performance is measured through a subjective and objective criteria. The study could not confirm through the department's documents whether employee engagement has an impact on organisational effectiveness in the corrections environment over the three-year period (period of the study). This could be as a result of the documents of the department which were written with a different purpose to that of the study.

5.6.4 Employee Engagement As A Necessity In Corrections Environment

Question 16 of the questionnaire inquires if the participants understand the reason for employee engagement being necessary in a corrections environment. This question seeks to discover the degree to which organisational design and organisational effectiveness are material to employee engagement in a corrections environment. Graph 5.6.4-1 depicts responses from the participants.

GRAPH 5.6.4-1 EMPLOYEE ENGAGEMENT AS A NECESSITY IN A CORRECTIONS ENVIRONMENT



All participants indicate that employee engagement is a necessity in the DCS with most choosing the strongly agree option. The split consists of 85% of participants who state they strongly agree and 15% who agree on the necessity of employee engagement in a corrections environment as reflected in Graph 5.6.4-1. This reflects the high degree of consensus on this statement among the participants. Participants are requested to provide reasons for their answers and these are discussed in section 5.6.5.

5.6.5 Reasons For Employee Engagement Being A Necessity In A Corrections Environment

The study, in question 17 of the questionnaire, discovers reasons why employee engagement is a necessity in a corrections environment. Participants emphasise

employee engagement as part of the risk mitigation strategy with respect to providing a unified purpose between employee and employer, and a unified approach to managing inmates and minimising future disruptions between employee and employer in the form of disputes. Participant number one articulates that “*inmates are convicted criminals, as such a united employee and employer relationship is critical in corrections and any cracks in this relationship can be exploited by inmates.*” This participant compares the employee relationship to be similar to that of a mother and father where children are involved. They further state that unity of purpose between employee and employer, respect for command and control, which instils discipline, is critical in a corrections environment.

Another participant reveals that the DCS is a highly unionised environment, as a sound employer and employee relationship continues to diminish, employees begin to believe organised labour is their only solution to resolve their problems. Participant number four indicates that there is no space for working in isolation in corrections. Employee engagement is critical for every employee. Moreover, open and honest communication emanating from leadership is important and this includes the use of town hall meetings, which the participant states that such (town hall) meetings create a wonderful feeling of belonging. A few participants state that some of the stand-offs between the department and employees are as a result on non-communication and non-engagement. They assert that some of the managers are more of politicians and not leaders. One participant argues that employees have become collectors of pay, instead of working for a purpose.

Enablers of employee engagement in corrections are emphasised as consistent implementation of policy, and availability of standard policies and procedures throughout the DCS. Participants reiterate that policies and procedures must be applied consistently in the department. The DCS needs an enabling organisational structure with all functions available to implement policies. There must be functions that can be located on the ground (meaning, physical resource allocation) and on all systems, including the Personal and Salary System (PERSAL), Admission and Release System (ANR), and Basic Accounting System (BAS). Furthermore, issues of negative employee engagement are stated to be resulting from the Occupation Specific Dispensation (OSD), lack of promotion and insufficient posts (or the filling of existing vacant posts) in the correctional centre. This negative employee engagement

is said to be affecting inmate rehabilitation, which then becomes a paper exercise. Moreover, implementation of Section 85 of the Correctional Services Act 111 of 1998, and the resulting court rulings remain a challenge. Section 85 of the Correctional Services Act 111 of 1998 as amended, mandates the DCS to establish the Judicial Inspectorate for Correctional Services (JICS), which is required by law to inspect and report on treatment of inmates in correctional centres including any corrupt and dishonest practices. During the Kutama Sinthumule incidence, JICS condemns the burning of the Correctional Centre, emphasises that they are concerned about the allegations of the grievances of inmates and shall monitor the situation closely (Eye Witness News, 2023a).

Participants repeatedly emphasise that the DCS is a complex and risky environment with participant number six stating that “taking care of offenders and criminals is a massive responsibility that needs partnering with the community and any gaps in communication and employee engagement can lead to harm to officials and the community at large.”

5.6.7 Summary Understanding Of Employee Engagement

The study confirms that outputs of organisational design in the form of roles, responsibility and accountability are enablers of employee engagement in that they provide clarity. Employee engagement is a necessity in achieving organisational goals, in that when employees are engaged, they willingly provide labour that makes the right and desired impact on an organisation. The participants express in numerous ways the risks associated with lack of employee engagement in a corrections environment and emphasise that employee engagement in corrections is not an event, but part of the existence of corrections.

5.7 THE IMPACT OF ORGANISATIONAL DESIGN ON ORGANISATIONAL EFFECTIVENESS

The formative aspects of the study do not demonstrate evidence of a theoretical model of organisational design that has an impact on the theoretical model of organisational effectiveness. There is scholarly evidence that suggests that organisational design has an impact on organisational effectiveness, though this is understood to be an indirect relationship, through organisational design that provides for ease of allocation of roles, responsibilities and resources, resulting in efficiencies which lead to effectiveness.

5.7.1 The Theoretical Model Of Organisational Design Has An Impact On The Theoretical Model Of Organisational Effectiveness

Research question five on the theoretical model of organisational design having an impact on organisational effectiveness is answered through secondary data. Organisational effectiveness means different things to different organisations. In a construction environment, it is said to be (mainly) time and cost criteria (Love & Skitmore, 1996:1). In addition, Love and Skitmore (1996:3) refer to organisational effectiveness as an approach, such as a goal achievement approach, system resource approach, or competing values approach. Organisational effectiveness has been in discussion by scholars such as Katz and Kahn since 1966. To date, there is no agreement or a universal framework of organisational effectiveness (Love and Skitmore, 1996:3). The study does not come across literature specifically focusing on the theoretical model of organisational design or the theoretical model of organisational effectiveness. Participants do not relate to any theoretical models; they emphasise elements of organisational effectiveness and they perceive these to be organisational effectiveness. The answer to this question is inconclusive in that the study does not find primary or secondary data that addresses the question substantively.

Furthermore, the null hypothesis on the “theoretical model of organisational design has an impact on the theoretical model of organisational effectiveness” is tested with the assistance of SPSS. The results are such that the cross tabulation total count of 13 is the same as the expected count and the Chi-square test has a p-value of 0.213, meaning the hypothesis can be accepted. Triangulation through comparison of the

results of the Chi-square test with information from participants and secondary data provides a different perspective, in that the research does not come across literature on the impact of organisational design and organisational effectiveness from a theoretical model point of view. The study, therefore, sees the results of the Chi-square test are based on the perception of participants that sees elements of organisational effectiveness as organisational effectiveness. the null hypothesis (H5) is higher than 0.05, it is, therefore, accepted.

5.7.2 The Theoretical Model Of Organisational Design In A Corrections Environment Has An Impact On The Theoretical Model Of Organisational Effectiveness In A Corrections Environment

Question six of the questionnaire on the theoretical model of organisational design having an impact on the theoretical model of organisational effectiveness in a corrections environment is also addressed through primary research where participants are asked if organisational design has an impact on organisational effectiveness in a corrections environment. Participants opined that organisational design has an impact on organisational effectiveness. This position is qualified with a statement that organisational design has an impact on organisational effectiveness if organisational design is understood and implemented properly. Participants indicate that the impact of organisational design on organisational effectiveness is not only positive, but that there is a possibility of organisational design resulting in mismatch of resources, if it is implemented inappropriately. This opinion is based on general understanding of broader organisational design and not within the context of a specific theoretical model of any organisational design model or organisational effectiveness model.

The null hypothesis demonstrated on Table 5.2.7-1 on “the theoretical model of organisational design has an impact on the theoretical model of organisational effectiveness in a corrections environment” is tested through use of SPSS. The cross tabulation and total count are the same at 13 with a p-value of 0.224, which is above 0.05. At face value, this null hypothesis (H6) can be accepted. However, the hypothesis is a statistical calculation in that literature review and information from

participants speak broadly on the impact of organisational design on organisational effectiveness, and not on theoretical models. Primary data collected from participants speak to the impact of organisational design on organisational effectiveness from their own understanding based on elements of organisational design, not from a theoretical point of view, and not within the context of a specific model. Furthermore, participants mention several conditions as being necessary for the organisational design to have an impact on organisational effectiveness. These range from a good organisational design, resources, effective leadership, external environment, skills of employees and culture to name a few. The study neither comes across literature from the documents of the DCS nor information from interviews with participants on the impact of a theoretical model of organisational design in a having an impact on the theoretical model of organisational effectiveness in a corrections environment.

5.7.3 The Impact Of Organisational Design On Organisational Effectiveness In A Corrections Environment

The National Commissioner of the DCS in the Annual Report of 2018/19 laments that some of the recurring challenges of the department such as overcrowding that has been at least 40% above the required housing standards for at least 50 years (DCS, 2019b:18). Key issues that are seen to be negatively impacting on the performance of the DCS from annual reports include infrastructure, which is said to have been outdated and dilapidated for a long period of time preceding the study period of 2018/19, overcrowding and gang activities (DCS, 2018a:18). The JICS in its 2021/2022 report emphasises that “overcrowded unhealthy prisons are dangerous for inmates, officials and community” with South Africa having one of the largest number of incarcerated people in the world (Judicial Inspectorate on Correctional Services, (JICS), 2022:8,9). The report goes further to lament that overcrowding affects resources such as funding, infrastructure and accommodation (DCS, 2018a:18), with JICS confirming that facilities are deteriorating (JICS, 2022:9).

Prison overcrowding is a world-wide phenomenon with studies conducted by Singh (2004) providing a broader and deeper context of overcrowding covering countries such as America and Russia (Singh, 2004). Penal Reform International highlights that prisons (correctional centres) in more than 118 countries are overcrowded exceeding

their occupancy rates with 11 of these countries being at double their occupancy rate (Penal Reform International, n.d.). The National Commissioner of Correctional Services, Makgothi Thobakgale, reports to Parliament that overcrowding spiked to 46% in the financial year 2022/23 owing to inmates receiving longer sentences, and this negatively affects their ability to qualify early for parole (Eye Witness News, 2023b).

The ongoing challenge of overcrowding creates an understanding that with proper organisational design, resolving challenges cannot take 50 years. Cheung (2022) indicates that wicked problems are generally found in the public sector, are not easy to resolve and can only result in a good or bad outcome (Cheung, 2022). DCS has problems of a recurring nature and these are overcrowding, dilapidated infrastructure, lack of intensive rehabilitation, limited funding and a structure that does not support service delivery of the department, to name a few. These problems can be understood within the context of wicked problems.

Strategies of the DCS provide clarity on the foregoing organisational theory related matters, making it easier for it to understand patterns and relationships that lead to the achievement of its objectives. The complexity of corrections emanates from many parts that are moving individually. Examples of unilaterally moving parts are the inmate population, the diversity of services offered, in that the correctional sentence plan mainly contains what is determined through sentencing in court and the department has no influence of the nature of the sentence or the length of the sentence, however, the department still needs to achieve its strategic objectives with insufficient funds.

The department was historically designed for incarceration and punishment using a military style of enforcement. This changed to a rehabilitation approach in 1995, with the aim to rehabilitate and socially re-integrate offenders back into communities. The infrastructure according to participants at the time of military style corrections consisted of bricks and mortar, and it is difficult to change these designs from military style to accommodate the current rehabilitation approach and interventions. This is echoed by the White Paper on Corrections and other documents of the DCS such as the strategy documents and annual reports, which emphasises rehabilitation.

Participant number nine mentions that there is a need for a multi-disciplinary team as a centre of excellence to develop the department's enterprise architecture,

organisational design models and modelling of effectiveness. The participant further maintains that consultants brought in to provide best practice to the department create a silo effect that is ad hoc, in that they focus on their area of expertise at the expense of the whole department. More importantly, this participant proposes that internal competencies must be paired with external consultants who provide best practice to create an integrated approach with the rest of the department in (re)designing the organisation to obtain the effectiveness required.

Question 14 of the questionnaire, requires participants to state their understanding of the impact of organisational design on organisational effectiveness in a corrections environment. One participant states that the DCS has a process of “Admission and Release (ANR)” that is supported by another process called “Offender Rehabilitation Path (ORP).” As a result, clarity of command and control, fluent and frequent communication, staffing ratios at the correctional centre, and the number of people reporting to functions and levels in Head Office have impact on organisational design, which then affects organisational effectiveness. Participant number five states that;

Corrections have high-risk times and low-risk times, with heavy infrastructure needs, that have been neglected for too long. Moreover, there is a heavy dependence on logistics for smooth functioning of correctional centres and support functions. Poor organisational design means that DCS does not stand a chance to deliver on its mandate.

Understanding of such times and ensuring that sufficient resources are in place to respond accordingly, including sufficient number of employees that are managed accordingly through the command-and-control approach, is important. Furthermore, the variables of the environment in the form of employees, facilities, inmate requirements, logistics, skills and sufficient funding are always in a state of play, interacting in varying degrees of intensity and the DCS should be able to monitor and track these variables as they change and adjust accordingly. One participant mentions an example of the difference between night and day shifts, where structured day programmes are implemented during the day and inmates are in their cells and not active at night; hence, the need for less officials at night than during the day.

Participants collectively emphasise the interplay between environment, people, infrastructure, logistics, and capability. In short, this means that organisational design

is key to organisational effectiveness in a corrections environment. There are sentiments that if organisational design elements are missed, lack of alignment of resources of the organisation at correctional centre level creates a risk to the DCS. Participant number eight highlights that *“Corrections is a people driven high risk environment, if a correctional centre is not correctly populated a lot of things can go wrong.”* Participant number nine illuminates that, *“where organisational design is not done well, even with the best performance, qualified personnel with high emotional quotient (EQ) and intellectual quotient (IQ), nothing can be achieved.”*

There is an understanding that functions need to be clearly defined and add value. One participant sees a function such as policy and research in a corrections environment as a waste of resources, factoring the ongoing budgetary constraints of the department at the time. There is consideration that duplicated or overlapping functions (as in the Remand Detention branch, which is seen as part of the Incarceration and Corrections branch) must not be a stand-alone functions as detailed in the high-level organisational structure in section 5.10.5. Participants believe multiple roles of work conducted by officials in correctional centres, where in, one official is allocated multiple duties such as escort duties, rehabilitation, security and custodial services, means that the DCS’s organisational design is not appropriate and the organisation is not effective. Participant number eight cautions that *“if a correctional centre structure is not correctly populated a lot of things can go wrong.”*

Participants state that corrections have several specialisations such as nurses, psychologists, teachers, and social development workers. There are corrections-specific technical skills such as security, case intervention officers, case administration officers, case management officers, and parole board chairpersons, to name a few. All these functions including corrections-specific technical skills and specialisations need to be adequately resourced for corrections to be internally effective and interface with other government agencies in an efficient manner. Important areas to be resourced mentioned by participants include security, care, rehabilitation, and re-integration, amongst others. Participant number 12 emphasises that the impact of organisational effectiveness in an organisation should also include employee wellness as well as provision of resources for implementing employee wellness, such as having gymnasiums in corrections.

In response to question 13 of the questionnaire, on the impact of organisational design on organisational effectiveness in a corrections environment, 92% of the participants answer **Yes**, with 8% answering **No**. Therefore, there is a strong belief that organisational design has an impact on organisational effectiveness in a corrections environment.

Participants concur with the National Commissioner of Correctional Services that the nature of corrections is such that it requires massive security systems in the form of personnel being available for 24 hours a day to maintain peace and order. This places a great expectation on the organisational design initiatives of the department. One participant refers to a need to have blue prints of organisational designs for corrections. What is important according to participants is that corrections portrays an image that everything is fixed, the concrete walls and steel doors as well as security personnel who ensure that the environment is calm and orderly. This peace and order is supposed to be sustained continuously over 24 hours, seven days a week, 365 days a year, and every year until there is either no crime in the country. To ensure corrections function effectively for 365 days a year, for an indefinite period of time there is a need for immense discipline and resources on an ongoing basis, similar to continued electricity or water supply for a city.

The department should be able to find sustainable solutions through a credible organisational design process. Ongoing shocks to the correctional system occur in the form of surprises created by general issues, such as mood swings of inmates, malice, riots, and unintended consequences of the action of the inmates. To counteract these shocks, it means that not all resources can be utilised in full, there is a need to have a slack of resources any point in time, in a manner that enables use of additional resources to respond to the shocks as and when they occur. These shocks are in the form of escapes, or interventions that are aimed at searching for contrabands, implementing Operation Vala and other announced amnesties, or any other operational intervention required to stabilise any of the 243 correctional facilities and ensure they remain safe and orderly. Human beings in general are not consistent in their behaviour, and human beings in corrections are incarcerated for various crimes according to their sentence. Such inmates have the capacity and capability to manipulate circumstances in their favour. Moreover, participants assert that some of

the inmates may possess personal issues such as poor anger management and are capable of destructive actions.

Participant number nine stresses that there is a need to make use of intelligent technology that feeds into predefined models of corrections and rehabilitation just in time. The participant provides an example that once inmates are counted every day, with each counting event, instead of recording this information on a spreadsheet or piece of paper, the outcome could be fed into a technological system that has a predefined model. This could result in an automated analysis of the inmate population against the approved lock up, rehabilitation programmes, as well as recordings of any conditions that may cause a threat to the environment. This participant describes such actions as organisational effectiveness.

A participant discloses that “*nothing comes from nothing*”, meaning that if the department did not do anything about implementing effective organisational design processes, it will not achieve organisational effectiveness. They referred to the start-stop approach of how the organisational structure has been implemented since 2003, and state that the microstructure of the department is still that of 2003 and has been reviewed many times and the outcomes of these reviews have not been implemented and this, in their view, has amounted to nothing.

One of the participants expressed concern on the approach the department takes in the finalisation of the organisational design. This participant points out that the delayed and ad hoc nature of the organisational design process may lead to missed opportunities in securing institutional knowledge and technical expertise from those that have served the department for long periods of time, resulting in watered down versions of knowledge required for a robust organisational design and organisational effectiveness. The study interprets this to mean that the institutional memory of the department still resides in the employees of the department and when they leave, they leave with it. This can have an impact on organisational design if the development of roles and responsibilities as well as allocation of resource is dependent on inputs from certain employees of the department.

The DCS accounts on how allocated funds will be spent in the strategic plans and annual performance plans. One of the activities is to improve safety through provision of safe and secure detention conditions, for all incarcerated persons consistent with

human dignity, and protection for personnel This activity is supported by performance indicators with associated budgets through budget programmes. However, the study does not find evidence that these indicators are understood to be organisational effectiveness measures of the department. Performance indicators are stated in the strategic documents per sub-budget programme and the study does not come across a consolidated view of performance indicator that is at budget programme level or departmental level. The study uses facilities to explain the impact of organisational design on organisational effectiveness in a corrections environment. The study observes that the branch facilities in corrections can be used to resolve the ongoing problems of dilapidated correctional centres, factoring that this function is supported with budgets to manage facilities in the DCS. If organisational design has an impact on organisational effectiveness, and the DCS has a function for managing facilities, the problem of dilapidated facilities can be tackled and resolved over a period of time. It is, however, worth noting this will be within the context of what Cheung (2022) says about problems of the Public Sector that are complex and wicked and not being able to be fully resolved.

5.7.4 Summary Of The Impact Of Organisational Design On Organisational Effectiveness

Primary and secondary data sufficiently demonstrate that organisational design has an impact on organisational effectiveness. Participants qualify this and state that organisational design can have an impact on organisational effectiveness if organisational design is understood and implemented properly.

Organisational effectiveness is said to be achieved through clearly defined objectives, clarity of how work is done and what expectation for each individual and evaluation of how the individual performed against set expectations (Carus, 2011:1). The study observes that organisational design brings about clarity of roles, responsibility and allocation of resources required to have an effective organisation. The study does not find any data that supports that a theoretical model of organisational design that has an impact on a theoretical model of organisational effectiveness in a generic organisation or in a corrections environment.

The study discovers that there are many models of organisational design and organisational effectiveness, and these models have many elements in their own right. This creates a situation whereby relying on consultants for best practice without defining the organisational theory, organisational design model, organisational effectiveness model and employee engagement framework of an organisation could be detrimental to that organisation factoring that these best practices theories relate to different periods of organisational theory as seen in section 2.5.2, and are subject to specific conditions of each organisation.

5.8 THE IMPACT OF ORGANISATIONAL DESIGN ON EMPLOYEE ENGAGEMENT

Section 5.4 provides detailed discussion on organisational design and section 5.6 provides detailed discussions on employee engagement and its impact on employee behaviour.

Gallup (2022:n.d.) believes that employees make decisions that impact on the business and Khan (1990:692-693) posits that employee engagement is when people bring their entire person to work, including psychological, emotional and cognitive personality.

Research question seven seeks to understand if organisational design has an impact on employee engagement. Akpan and Nsien (2017:825), assert that organisational design provides for clarity of roles and responsibilities. Participants number four and five concur with Akpan and Nsien (2017:825) that clarity of roles, responsibilities and allocation of resources is part of organisational design. Furthermore clarity of rules and expectations, including how goals will be achieved, and how problems and processes will be dealt with, is required to get buy in which is part of employee engagement.

Participants believe in circumstantial employee engagement in that they assert that for employee engagement to be successful, there must be consultations with employees on matters of their work, including policy and implementation of programmes. They further maintain that implementing some initiatives or policies without buy-in from employees cannot result in success for the DCS because of

employees that are not engaged. Participants believe that some of the conflict such as those of the Occupation Specific Dispensation (OSD) can be resolved easier if there is employee engagement in form of consultations..

The null hypothesis seven (H7) states that organisational design has an impact on employee engagement and the Table 5.2.7-1 shows SPSS results that demonstrate a cross tabulation with a total count and the expected count of 13 which is the same, with a Chi-square test p-value of 0.224, and the null hypothesis can be accepted. Literature does not provide a direct link of organisational design with employee engagement. The relationship between organisational design and employee engagement is a result of outputs of organisational design. An example of these outputs are clarity of roles and responsibilities as stated by participants and Akpan and Nsien (2017:825). Discourse from primary and secondary data supports this hypothesis.

5.9 THE IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANISATIONAL EFFECTIVENESS

Formative studies demonstrate that engaged employees are committed to their jobs as in Khan (1990) and they are more likely to stay longer with an organisation as believed by Ngoben et al (2022:15). Participants understand that engaged employees are productive and are actively involved in the workplace with a sense of belonging, resulting in an effective organisation. This is stated as very relevant and important in DCS owing to corrections being a high-risk environment. The null hypothesis (H8) states that employee engagement has an impact on organisational effectiveness and this is reflected in Table 5.2.7-1. The results of the SPSS provides for cross tabulation with a total count and expected count that of 13 which is the same, with the Chi-square test which has a p-value of 0.224. Literature review and participants both link engaged employees directly and indirectly to productivity and effectiveness.

Research question eight on the impact of employee engagement on organisational effectiveness is discussed in this section. Participants relate to employee engagement having an impact on organisational effectiveness and argue that employee engagement, especially in a corrections environment, is critical. Some of the reasons

to support this position are based on the nature of corrections in that corrections houses convicted offenders (sentenced in a court of law as an offender) and it is important for employees to have the same vision as management to enforce trust between employees and management. In addition, risks associated with lack of engagement do not only end in corrections, but also affect the community and society, in that safety of families of officials and communities could be compromised. One participant indicates that the DCS is an essential service that contributes to the safety of the country. This makes employee engagement important to the corrections environment. Models of employee engagement that focus on meaning, growth and discretionary effort towards achieving organisational goals, have a better impact on organisational effectiveness.

5.10 LONGITUDINAL ASPECTS OF THE STUDY

The longitudinal aspects of the study are focused on the corrections environment for the period 2018/19 to 2020/21 as detailed in Chapter 1.7. The impact of organisational design on organisational effectiveness is based on understanding and interpretation of documents from the DCS, as well as insights obtained from the additional literature review and interviews with participants. The documents of the department that are used for longitudinal analysis are the Strategic Plan 2015 to 2020, Strategic Plan 2020 to 2025, Annual Performance Plan 2018/19, Annual Performance Plan 2019/20, Annual Performance Plan, 2020/21, Annual Report 2018/19, Annual Report 2019/20, and Annual Report 2020/21. These documents of the department, show that the DCS plans for five-year periods which is aligned to the MTSF or electoral period of Government. This is supported by the MTEF (a three-year cycle), and Annual Performance Plans. The MTEF is contained in the Annual Performance Plan and is not a stand-alone document. The department positions itself for planning beyond the traditional five-year period, and has a 50-year strategic intent document called “Strategic Planning Report, Shaping the Future of Corrections” which projects planning up to 2068.

The study seeks to understand if the impact of organisational design on organisational effectiveness can be sustained over a period of time. This section uses data from DCS

strategic documents to observe the likelihood of long-term existence of disciplines which are part of organisational theory. The disciplines are observed for existence, content and context over a three year period of the study. The trends are then used in making in-depth observations about longitudinal perspective of organisational design, organisational effectiveness and employee engagement in a corrections environment. The documents of the DCS are analysed for annual budgets which is seen as a finance discipline. The annual budget allocations per programme budgets is considered to be a strategy disciplines, the profile of corrections is in the operations discipline, the DCS capacity and the DCS organisational structure is the HR discipline.

5.10.1 Understanding The Longitudinal Aspects Of The Corrections Environment

The DCS as an organ of the state, has a responsibility to support government priorities and initiatives in addition to the policy mandate of the department. This means that priorities of government are integrated into the main strategies of the department (e.g., focus on employment of youth and disabled people). The strategic priorities of government and those of the DCS are linked to the electoral period which is over five years (DCS, 2015:5). It is therefore ideal for the study to understand the impact of organisational design on organisational effectiveness within the context of longitudinal aspects.

The strategy and annual performance planning documents demonstrate that the DCS is in a vicious cycle of a few problems that are constant throughout the years. Overcrowding is said to be relevant today as it was more than 50 years ago (DCS, 2019b:18), having a knock-on impact on ageing infrastructure and insufficient accommodation. In their historic article, Rittel and Webber (1973:160-165) state that societal problems are inherently different from scientific problems, in that societal problems which are planning problems are inherently wicked and further state that these problems are ill defined, do not have an absolute solution are never solved and can only be resolved over and over again. In addition wicked problems have no true or false answer, but good or bad with every wicked problem being unique and the problem being a symptom of another problem (Rittel & Webber, 1973:160-165). The

vicious problems of the corrections environment are similar to wicked problems described by Rittel and Webber (1973:160-165) and Cheung (2022).

The South African Revenue Services (SARS) and the Department of Home Affairs (DHA) are perceived to be government departments that executed transformation successfully. These departments are used for insight to understand sustainability of organisational design and organisational effectiveness as well as how long such can be sustained. SARS describes its journey of modernisation starting in 1980 with the introduction of the first automated customs clearance declaration, to the Customs Modernisation Journey from 2021 to 2024, (South African Revenue Services (SARS), 2023), and the Minister of Home Affairs, launched a turnaround programme in 2007 for the Department of Home Affairs (DHA), and this had a multi-year approach (Department of Home Affairs (DHA), 2010:26). This could indicate to the DCS that the impact of organisational design on organisational effectiveness is an ongoing process and this is confirmed by participants.

The department has performance indicators described in the APP over the MTEF, and, therefore, needs to achieve performance targets for each year. Literature review and understanding from participants show that organisational effectiveness goes beyond achievement of predetermined performance to achieving the purpose of the organisation with the least possible resources and achieving the best possible outcome factoring the environment within which an organisation operates.

In delivering on its purpose the department determines its purpose per programme budget. These programme budgets state what needs to be achieved within each respective financial year. Table 5.10.1-1 contains details of the purpose per programme budget and sub programme budget for the year 2019/2020.

TABLE 5.10.1-1 PROGRAMME BUDGET AND PURPOSE FOR 2019/2020

Programme Budget	Sub Programme Budget	Purpose
Programme 1: Administration: "Provide strategic leadership, management support and judicial services to the department."		
	Ministry	"Support Executive Authority in carrying out oversight executive responsibilities of the department."
	Judicial Inspectorate for Correctional Services (JICS)	"To provide for the independent oversight relating to treatment of inmates and their conditions."

	Management	“Provide the administrative management, financial, ICT, research, policy co-ordination, and good governance support functions necessary for all service delivery by the department in support of the functions of the Ministry.”
	Human Resources (HR)	“Improve Human Resource capacity and management to enable the department fulfil its mandate.”
	Finance	“To provide efficient and effective financial and supply chain management services.”
	Assurance Services (changed from Audit)	“To provide a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”
	Information Technology	“To create business value through provisioning of reliable integrated and secured ICT infrastructure and business application system to ensure effective strategic alignment and enhancement of processes.”
	Office Accommodation	“Facilitate provision of community corrections offices including satellite offices and service points to enhance community re-integration.”
Programme 2: Incarceration: “Provide for safe and secure conditions of detention consistent with maintaining the human dignity of inmates. Administer, profile, and consider offenders for release or placement into the system of community corrections.”		
	Security Operations	“Provide safe and secure conditions for inmates consistent with human dignity.”
	Facilities	“Provide physical infrastructure that supports safe custody, humane conditions and the provision of correctional programmes, developmental programmes, care and general administration.”
	Remand Detention	“Ensure effective and efficient remand detention system consistent with human rights in a safe and secure environment.”
	Offender Management	“Provide safe and secure conditions consistent with human dignity through effective administration of offenders.”
Programme 3: Rehabilitation: “Provide offenders with needs-based programmes and interventions to facilitate their rehabilitation and personal development.”		
	Correctional Programmes	“Provide needs based correctional programmes targeting offending behaviour based on the Correctional Sentence Plan (CSP).”
	Offender Development	“Provide needs-based programmes and interventions to facilitate their rehabilitation and personal development.”
	Psychological, Social and Services	“Manage and ensure rendering of needs based psychological, social work, and spiritual services to inmates and persons under correctional supervision with the aim of improving health, and emotional well-being and assisting in their rehabilitation and reintegration into community.”
Programme 4: Care: “Provide needs-based care services for the personal well-being of all inmates in the custody of the Department.”		
	Health and Hygiene Services	“To ensure inmates are provided with appropriate access to health care and hygiene services.”
	Nutritional Services	“Provide inmates with appropriate nutritional services during the period of incarceration.”
Programme 5: Social Re-integration: “Provide effective supervision of offenders placed under the system of community corrections and facilitate their social re-integration into communities.”		
	Supervision	“Provide effective supervision of offenders placed under correctional and parole supervision in order to enhance public safety.”

	Community Re-integration	“Provide and facilitate support systems for the re-integration of offenders in society.”
	Office Accommodation (Community Corrections)	“Facilitate the provision of community corrections offices, including satellite offices and service points to enhance community re-integration.”

Source: DCS Annual Performance Plan 2019/2020 (DCS, 2019a:25-26)

Annual Performance Plans are developed for each financial year and provide details on the purpose of each programme budget and sub-programme budget. The programme budgets remain the same for all the periods of the study (2018/19, 2019/20) namely, Administration, Incarceration, Rehabilitation, Care and Social Re-Integration and are slightly different for 2020/2021, as detailed in Table 5.10.1-1. The purpose of the programme budgets is aligned to the strategic objectives or strategic priorities as stated in Table 5.10.1-1

5.10.2 Longitudinal Strategic Priorities Of The Annual Performance Plans

Annual Performance Plans within the context of this study are part of organisational theory in that they provide for the context of the environment of the department. The strategic priorities of the annual performance plans are reviewed to discover the existence of discussions on organisational design, organisational effectiveness, employee engagement and organisational theory. The strategic priorities contained in the annual performance plans of the period under study (2018/19 to 2020/21) are reviewed in a tabular format in Table 5.10.2-1.

TABLE 5.10.2-1 STRATEGIC OUTCOME ORIENTED GOALS PER ANNUAL PERFORMANCE PLAN (APP) FOR THREE YEARS

2018/19 APP	2019/20 APP	2020/21 APP
One “Remand Detention processes are effectively managed, by ensuring that remand detainees attend courts as determined by relevant legislation and are held in secure and safe, humane conditions, and provided with	One “Remand Detention processes are effectively managed, by ensuring that remand detainees attend courts as determined by relevant legislation and are held in secure, safe and humane conditions and provided with personal wellbeing programmes	One “Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information” Two

<p>personal wellbeing programmes and relevant services are provided to Awaiting Trial Persons, thus contributing to a fair Criminal and Justice System”.</p> <p>Two</p> <p>“All sentenced offenders are being incarcerated in safe secure, and humane facilities, their health needs are provided for, and there are effective rehabilitation programmes, in line with needs identified in their CSP, through improved offender literacy, educational skills, and meeting their psychosocial, spiritual, and health care needs”</p> <p>Three</p> <p>“Offenders, parolees and probationers are successfully re-integrated back into society as law abiding citizens through provision of rehabilitation and social re-integration programmes”</p>	<p>and relevant services are provided to Awaiting Trial Persons, thus contributing to a fair Criminal and Justice System.”</p> <p>Two</p> <p>“All sentenced offenders are being incarcerated in safe secure, and humane facilities, their health needs are provided for, and there are effective rehabilitation programmes, in line with needs identified in their Correctional Sentence Plan, through improved offender literacy, educational skills, and meeting their psychosocial, spiritual, and health care needs”</p> <p>Three</p> <p>“Offenders, parolees and probationers are successfully re-integrated back into society as law abiding citizens through provision of rehabilitation and social re-integration programmes”</p>	<p>“Improved case management processes of inmates”</p> <p>Three</p> <p>“Increased access to needs-based rehabilitation programmes to enhance morale fibre”</p> <p>Four</p> <p>“Successful re-integration of all those under the care of the department”</p> <p>Five</p> <p>“Healthy incarcerated inmate population”</p> <p>Six</p> <p>“A high performing ethical organisation”</p>
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Source: DCS Annual Performance Plans (2018/2019, 2019/2020 and 2020/2021) (DCS 2018a:18; DCS 2019a:n.d; DCS 2020c:21)

The strategic outcome-oriented goals of the DCS as detailed in Table 5.10.2-1 remain the same in 2018/19 and 2019/20 and then slightly change in 2020/21. Furthermore, in 2020/21, the strategic outcome oriented goals are referred to as Strategic focus areas. The observation is such that the changes reflected in the third year are not material, and consists of stratification of the outcomes of the previous two years. Strategic outcome oriented goal one, three and five are part of strategic outcome oriented goal two in the previous years. Strategic outcome oriented goal two and six are completely new, however they do not introduce a new purpose to the department.

The organisational design is said to enable achievement of strategic objectives of an organisation as in Akpan and Nsien (2017:825), and the impact of such is said to be organisational effectiveness (Six Sigma, 2017). The reason for including this section on strategic outcome-oriented goals is to provide context of the environment of the DCS, in that achievement of strategic goals or strategic focus areas are the main

reason for organisational design and impact on organisational effectiveness. The observation is such that the aforementioned strategic oriented goals provide clarity of roles, responsibilities and resources, required for organisational design, which in turn enable employee engagement.

Overcrowding is described in most previous studies as an undesirable situation in corrections with Nkosi and Maweni (2020:332) cautioning that overcrowding inevitably causes poor health, impacts on availability of resources, creates an environment that has a lack of nutritious meals and ongoing violent behaviour. This negatively impacts on delivery of rehabilitation programmes, through negative impact on the social and psychological aspects of inmates and officials (Nkosi & Maweni, 2020:332). There is evidence of literature on overcrowding of correctional centres dating back 50 years, with health and safety being main challenges of overcrowded prisons. MacDonald (2018:65) contends that the only way to reduce over crowding is to build additional facilities or reduce the number of inmates through various strategies including amnesty. Macdonald (2018:65) goes further to emphasise that these strategies have not worked in the past (Macdonald, 2018:65). The money being put in prisons continues to reduce and the state of prison correspondingly reduce despite the efforts of those working in the system, with drug abuse, assault and mental health overburdening inmates (McDonald, 2018:66). McDonald describes the situation experienced by DCS and in 2015, the DCS is faced with budget challenges being forced to cut back on its electronic monitoring programme resulting in re-use of electronic devices (Business Tech, 2015).

The observation is that strategic outcome oriented goals are silent on overcrowding and funding yet literature review paints these as derailers of functional corrections. The study is certain that organisational environment (organisational theory) is a context of organisational design and impacts on organisational effectiveness. This means careful consideration of choices that make up strategic outcomes, in that if some choices which are left out they may have unintended consequences such as those of funding and overcrowding.

5.10.3 Profile Of DCS Between 2018/19 And 2020/21

The profile of corrections according to the study consists of the entire environment of the DCS in the form of Head Office, Regional Offices, Management Areas, Correctional Centres, and Community Corrections Offices. This order is representative of the DCS chain of command with Correctional Centres and Community Corrections Offices being at the same level of command. The machinery of corrections is in Correctional Centres where inmates are incarcerated and those under correctional supervision are monitored through Community Corrections Offices. The profile of corrections adds value in understanding the allocation of resources and how such resources are linked to organisational theory and organisational design in a longitudinal manner. The profile of the department over a three-year period from 2018/19 to 2020/21 is detailed in Table 5.10.3-1.

TABLE 5.10.3-1 DCS ENVIRONMENTAL ANALYSIS OF PROFILE ITEMS

Environmental Profile Items	2018/19	2019/20	2020/21
Inmate population	162875	154449	140948
Community Corrections average Case load (Correctional supervision)	71 573	54 537	60 763
Cases on Parole	54 935	45 914	52 275
Funded posts	41 463	42 061	42 431
Number of Community Corrections Offices	218	218	218
Lock up capacity (design capacity)	118 572	120 567	110 836
Number of Correctional Centres	243	243	243
Number of Management Areas	46	46	46
Number of Regional Offices	6	6	6
Head Office	1	1	1

Source: DCS Annual Performance Plans (2018/2019, 2019/2020 and 2020/2021)

There is a small difference in the DCS environment with respect to the number of profile items between 2018/19 to 2020/21 as detailed Table 5.10.3-1. The department consists of one Head Office, six Regional Offices, 46 Management Areas, 243 Correctional Centres and 218 Community Corrections Offices, as shown in Table 5.10.3-1 The number of Management Areas, Correctional Centres and Community

Corrections Offices remain the same during the 2018/19 to 2020/21. The department has infrastructure in the form of farms and production workshops that are used for rehabilitation purposes. These infrastructure items are listed in section 3.2.6.

The South African inmate population under the care of the DCS fluctuates from one year to another. In 2018/19 there were 162 875 inmates and in 2020/21, these decreased to 140 948 inmates as detailed in Table 5.10.3-1. The overcrowding in correctional centres increases from 118 572 in 2018/19, to 120 567 in 2019/20 and drops to 110 836 in 2020/21 as a result of Special Remission and Special Parole dispensation in response to challenges of COVID-19 (DCS, 2021b:98). Cases considered by Parole Boards increase from 45 914 in 2018/19 to 52 275 of cases in 2020/21 (DCS, 2021b:61). Funded posts increased by 968 posts between 2018/19 and 2020/21 as detailed in Table 5.10.3-1.

The DCS is labour intensive and requires a large contingency of officials to fulfil the services of corrections, in form of rehabilitation and security as stated in the Annual Report, (DCS, 2021b:19) and in the Revised Annual Performance Plan (DCS, 2020c:15). The DCS reports that it has 42 431 approved post establishment positions and only 38 723 filled posts. Of the filled posts, 35 585 are critical posts, with 33 412 of these critical posts employed under custodial and security personnel and 553 under educationists. (DCS, 2021b:159). The profile of corrections in Table 5.10.33-1 shows a picture that is fairly static over three years, with material changes observed in the decrease of the inmate population, fluctuating Community Corrections case load and Cases on Parole. There is a negligible increase of 0.01% (598) and 0,008% (370) in funded posts between 2019/20 and 2020/21. The Lock up capacity marginally increased in 2019/20 and reduces to levels below those of 2018/19 in 2020/21 The reduction in Lock up capacity is the response to the COVID-19 outbreak (DCS, 2020d:99).

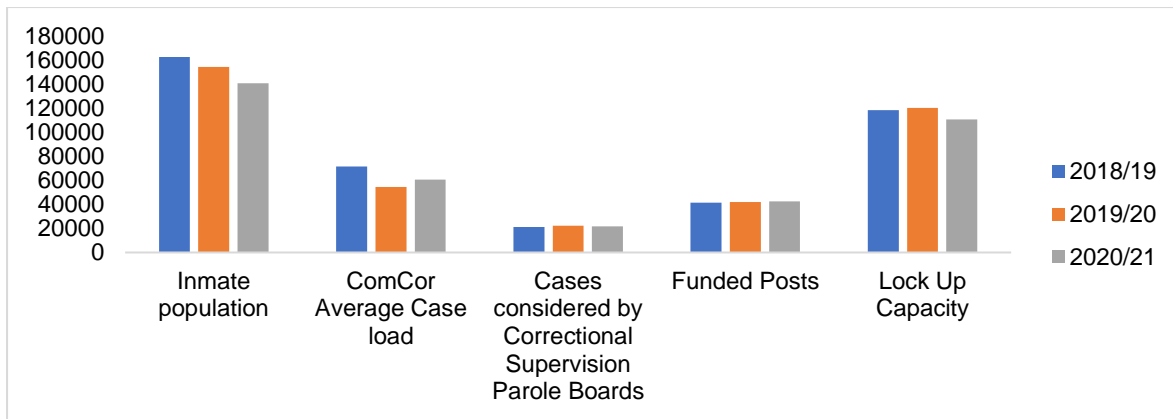
The study discovers that organisational theory (context) within the corrections environment is too complex to make assumptions based on the information on Table 5.10.3-1, on the impact of organisational design on organisational effectiveness. The study observes the thinking of the Penal Reform International (nd), within the context of allocation of resources. The Penal Reform International (nd) believes overcrowding is a matter of policy and not increase in crime and provides examples of pre-trial

detention and prison sentences for minor crimes (Penal Reform International, nd). The Penal Reform International (n.d) also provides possible solutions to overcrowding such as reducing pre-trial detention, and diverting minor cases out of the prison system altogether. Literature review and primary research indicates that organisational design assists with allocation of resources, and organisational design is guided by policy which is an aspect of organisational theory. It is the expectation of the study to see material shifts on allocation of resources with respect to funded posts to match the fluctuating inmate population, Community Corrections and cases considered by Parole Boards as expressed by the Penal Reform International (nd). Table 5.10.3-1 does not demonstrate such and this indicates a gap in the organisational design or effective use of organisational design. This gap is finds resonance in the concerns of the department that its organisational structure that does not enable it to deliver on its mandates. Table 5.10.3-1 demonstrates that the DCS allocates resources on an ongoing basis thus confirming the longitudinal nature of organisational design and organisational effectiveness in a corrections environment. This allocation of resources has an impact on employee engagement, making employee engagement longitudinal as well.

5.10.4 The DCS Capacity For The Period 2018/19 To 2020/21

The capacity of the DCS over a three year period provides an opportunity to analyse if environmental factors present themselves in a manner that demonstrates use of organisational theory and organisational design in decision-making in a manner that provides for longitudinal thinking. The study consistently states that, resource allocation is one of the key outputs of organisational design. Graph 5.10.4-1 provides DCS capacity over the period of study.

GRAPH 5.10.4-1 LONGITUDINAL ASPECTS OF DCS CAPACITY



The capacity of the DCS as shown in Figure 5.10.4-1 demonstrates that the inmate population has been decreasing between 2018/19 and 2020/21. The ComCor average case load decreased in 2019/20, but bounced back in the year 2020/21. The reduction of the number of inmates and the increase in the ComCor Average case load in 2019/20 to 2020/21 is a result of the President of South Africa, Cyril, Matamela Ramaphosa announcing the release of 15 911 low risk inmates into Community Corrections as part of special remission (DCS, 2020d:13,71). This release of low risk inmates concurs with the statement of the Penal Reform International (nd), that inmates can be released to manage overcrowding as part of policy. The DCS reports operational challenges with respect to obtaining monitorable addresses and support systems which are important in considering cases of parole. In addition, the department implements halfway houses to assist with challenges associated with overcrowding and social re-integration (DCS, 2020d:22). Allocation of resources in form funded posts remains fairly static as seen in Graph 5.10.4-1 and this is owing to a reduction in the compensation of employee budget. This sees DCS discontinuing to fill vacancies and making use of reprioritisation of funds. There are concerns that this will result in reduced capacity for critical skills such as nurses, correctional officials and artisans to name a few, resulting in dire consequences (DCS, 2021:70). The impact of COVID-19 and the need to mitigate against the risk due to overcrowding means that certain categories of offenders who would have been incarcerated in April 2020 had to be placed on parole through Correctional Supervision Parole Boards (CSPB's) (DCS, 2021:24).

5.10.5 DCS Top Level Organisational Structure

The organisational structure according to the literature review is an output (result) of organisational design. The organisational structure of the department is expected to provide a holistic view of all aspects of the DCS environment and organisational design. The study analyses the top-level organisational structure of the DCS as extracted from the department's documents for the period under study with the intention to observe if these functions are organised in a manner that aligns with the DCS programme budgets and environment. The organisational structure for the year 2018/19 to 2019/20 is detailed in Figure 5.10.5-1

FIGURE 5.10.5-1 DCS TOP LEVEL ORGANISATIONAL STRUCTURE FOR 2018/19 AND 2019/20



Source: DCS Annual Performance Plans (DCS, 2018a:13; DCS, 2019a:17)

The top-level organisational structure of the DCS reflected in Annual Performance Plan of 2018/19 (DCS, 2018:13) and Annual Performance Plan of 2019/20 (DCS, 2019a:17) remains the same. The functions on the top-level organisational structure are similar to the programme budgets which are stated in section 5.10.1 and section 5.10.2, demonstrating some level of resource allocation through organisational design. This allocation of roles, responsibilities and resources is observed to be longitudinal in nature in that the top level organisational structure is the same for both years.

The APP (Annual Performance Plan) for the year 2020/21 (DCS, 2020c:46) provides a slight variation of the top-level organisational structure. All functions remain the same

as the previous year and the only variance is that the Regional Commissioners report to the National Commissioner through the Chief Operating Officer, as illustrated in Figure 5.10.5-2 below.

FIGURE 5.10.5-2 DCS TOP LEVEL ORGANISATIONAL STRUCTURE FOR 2020/2021



Source: DCS Annual Report 2020/2021 (DCS, 2020c:46)

Inclusion of the organisational structure over a three-year period provides for an understanding of how functions of the department are structured throughout the study period and if these change to meet the changing needs of the DCS. In 2020, the world experiences the worst pandemic in human history in form of COVID-19 as discussed earlier in the study. Organisational theory (environment) is a confounding factor of organisational design and organisational effectiveness, and an organisational structure is an indicator of allocation of resources, it can be noted that the change in the organisational structure of the department as shown in Figure 5.10.5-1, with the six Regional Commissioners reporting to the Chief Operating Officer could reflect a change in the operating environment. The 2020/21 Annual Report of the DCS indicates that, during this period, the organisational structure received significant attention with building blocks aimed at significant improvement of service delivery to communities which were being serviced through the District Development Model (DCS, 2021:71). The departments states that such work is still under way and the change of reporting line is seen by the study as the attempt by DCS to be closer to the communities it serves through the District Development Model This confirms that

organisational design needs to be ongoing and is longitudinal in a nature as alluded by participants.

Insight into the longitudinal impact of organisational design on organisational effectiveness from participants emanates from people that have worked in the DCS for an average period of 17 years with an average age of 58 years. Therefore, this sample provides the depth and breadth of knowledge of corrections environment factoring the multi-faceted and complex nature of corrections.

The participants acknowledge that organisational design has an impact on organisational effectiveness. Ten of the 13 participants express that organisational design has an impact on organisational effectiveness over a period of three to five years. Participant number one points out to the work done in the DHA that was initiated in 2008/2009, was sustained and was still continuing in February 2022 as an example of how long the work of organisational design and organisational effectiveness can take place. Participant number one reported that *“sustainability of organisational effectiveness is centred around organisational discipline.”* Participant number three maintains that *“strategies put in place to engage employees and sustain lines of communication need to be sustained and could not be a once off exercise.”*

Participants believe that, in order for organisational design to remain a tool for organisational effectiveness, there must be ongoing re-alignment through organisational design in order to meet the challenges from a continuously changing environment as well as capturing opportunities as they arise. Organisational effectiveness according to participants, ideally should be for the entire life of an organisation. An organisation is an animal of long-term and its strategies and planning cover periods of at least three to five years. Participants believe that if organisational design is done appropriately, organisational effectiveness can be sustained for long periods of time. They qualify this further by stating that there is a need for ongoing reviews of the organisation to meet ongoing changes and challenges emanating from the changes in the environment. The COVID-19 pandemic is used as a good example of the reason why organisational design must be reviewed periodically. Participant number eight emphasises that organisational design interventions should have a minimum impact of three years and maximum of five years, meaning the review or re-

alignment of an organisation must be done at least every five years. This is in line with the DPSA requirements.

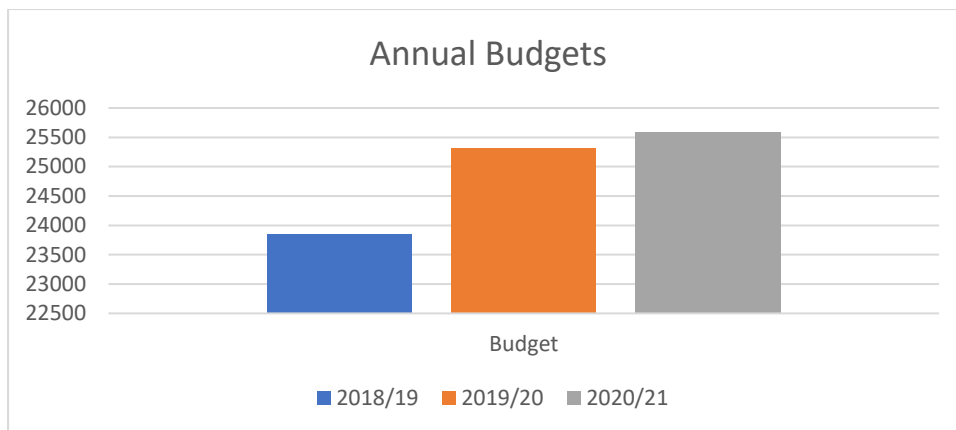
The study confirms that organisational design, organisational effectiveness and employee engagement initiatives are of longitudinal nature for the duration of the life of an organisation in response to ongoing changes in the internal and external environment. Organisational design, organisational effectiveness and employee engagement are not open and shut interventions. While there are functions that may exist for the life of an organisation, some may have a shorter life span than others, and some may decrease in value or weight, and organisational design needs to ensure such changes are addressed as they occur for an organisation to be remain effective.

5.10.6 Longitudinal Aspects Of The DCS Annual Budget

Organisational design is said to be about allocation of roles, responsibilities and resources.

Budgets reflect allocation of financial resources in an organisation and the finance discipline is part of organisational theory and an elements of organisational effectiveness, as reflected in section 5.5.3. The study makes an assumption that resource allocation in form of budgets reflect decisions that are made through organisational design in pursuit of organisational effectiveness. Graph, 5.10.6-1 depicts allocation of budgets over a three-year period from 2018/19 to 2020/21.

GRAPH 5.10.6-1 DCS THREE YEAR BUDGETS (2018/19 TO 2020/21)

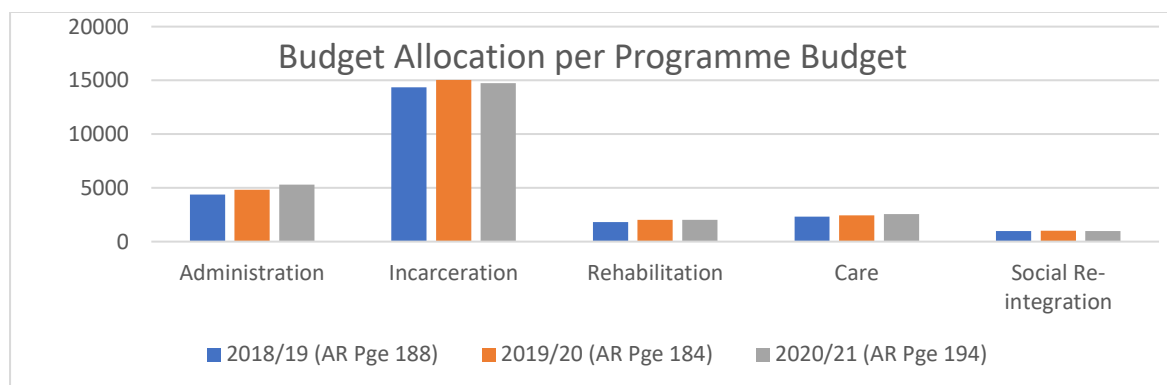


According to the 2018/19 and 2020/21 annual reports, the allocation of budget to the department, by National Treasury, increases from 23.8 billion (DCS, 2019b:19) to 25.3 billion in 2020/21 (DCS, 2021b:194). This trend is depicted in Graph 5.10.6-1 above. The budget increase when considered in isolation of various decisions and disciplines (functions) within the context of organisational theory of the department, may create a false impression that an increase in budget is associated with increases in allocation of resources. During this period, the DCS reports a reduced compensation of employee budget and the impact such has on critical skills, and goes further to emphasise that the impact will be dire (DCS, 2021b:70). This confirms the opinion of the study that budgets need to be viewed within the context of the environment and outcomes of the organisational design. Furthermore, during the same period, the Deputy Minister, Nkosi Phathekile Holomisa, reports that the DCS executes its mandate under financial and resource constraints, achieving an unqualified audit opinion in the financial year 2020/21 (DCS, 21b:19). The study discovers that DCS understands the negative impact of allocation of resources to certain aspects of disciplines such as finance (budgets) and HR (skills and capacity) on organisational effectiveness. Furthermore, the DCS understands the impact of the environment on employee health and wellness. This is demonstrated by how COVID-19 is managed, in that, in the year 2020/21, the DCS has a greater focus on employee health and wellness (DCS, 2021b:120). This can be qualified by emphasising that during COVID-19 the entire world was focused on health and wellness of people.

5.10.6.1 Three-year annual budget allocations per programme budget

The DCS operates its strategic objectives and strategic priorities through programme budget structures, which are stated in sections 5.10.1. and 5.10.2, and wherein the purpose of each programme budget is stated. Understanding allocation of budgets according to programme budget provides insights on how the department allocates resources over a three year period, factoring the changes that take place within the landscape (operating environment) of DCS. The department’s allocation of budgets per programme budget for the period 2018/19 to 2020/21 is reflected in Graph 5.10.6.1-1

GRAPH 5.10.6.1-1 DCS THREE YEAR BUDGET ALLOCATION PER PROGRAMME BUDGET



In the Annual Performance Plan of the department for 2023/24, the National Commissioner, alludes to corrections functioning through human dimensions and challenges associated with fewer workers and reduced budgets (DCS, 2023:16), regardless of budget allocations in the Graph 5.10.6.1-1 remaining fairly static over three year period of study.

5.10.6.2 DCS three-year annual budgets per programme

The allocation of budgets per programme budget discussed above is further presented in Table 5.10.6.2-1 which provides numerical values to facilitate a detailed analysis of the budget allocations per programme budget from 2018/19 to 2020/21.

TABLE 5.10.6.2-1 DCS THREE YEAR ANNUAL BUDGETS PER PROGRAMME

Programme Budget	2018/19	2019/20	2020/21	Total for 2018 to 2021	Percentage of Gross Total
Administration	4 388	4 818	5 302	14 508	19
Incarceration	14 350	15 039	14 729	44 118	59
Rehabilitation	1 810	2 011	2 010	5 831	8
Care	2 333	2 445	2 562	7 340	10
Social Re-Integration	969	1 004	993	2 966	4
Gross Total	23 849	25 317	25 597	74 763	100
Compensation of Employee Budget	16 995	16 971	17 362	51 328	69

Source: DCS Annual Report (DCS 2019b:173,188), (DCS 2020d:172,184) and (DCS 2021b:235,245)

Table 5.10.6.2-1 shows that of the total budget indicated as gross total, the DCS spends at close to 70% of its entire budget on compensation of employees. During the period under study, Rehabilitation gets 8%, Social Re-Integration gets 4%, Incarceration receives 59%, and Administration 19% of the total budget. The budget allocations per programme budget remains fairly static from year to year. What remains glaring is the ratio of the Rehabilitation budget to other budgets, in that if budget allocations were a measure of resource allocation as stated before, there would be an expectation that Rehabilitation is allocated a much higher proportion of budgets, since the focus of the department is rehabilitation.

The DCS continues with a renewed focus on rehabilitation as required by the 2005 White Paper on Corrections, however from 2018/19 to 2020/21, the DCS's expenditure on rehabilitation is still less than 10% of the entire budget and Incarceration (as a budget programme) utilises more than 50% of the budget (59%) as detailed in Table 5.10.6.2-1. Analysing this position against the organisational theory of the DCS considering the aspirations of the White Paper on Corrections and contribution to the NDP Vision 2030, the Africa Agenda 2063, the DCS 50 year strategy, the SDG's 2030 and alignment with 4IR, the observation is that financial allocation as a resource is perceived by the study not be aligned in a manner that achieves the purpose of the

department. Furthermore, it may not be positioned to support the department with its future challenges and aspirations including aspirations of its stakeholders.

This analysis of budgets does not undermine the complex nature of financial statements and the complex environment of the DCS described in Chapter 3.2 and this complexity is further demonstrated by analysis of the DCS profile and capacity.

The DCS provides elaboration on how funds will be spent on activities to improve safety, with respect to safe and secure conditions for all incarcerated persons consistent with human dignity and protection for personnel and stakeholders within the corrections environment. If the study assumes that conditions of human dignity are part of organisational effectiveness measures in corrections, it is worth noting that such a measure of effectiveness can be viewed as one of the many measures of effectiveness in corrections, as witnessed by scholars such as Robbins, (1987) who has up to 30 measures of effectiveness. The assumption is that the DCS has a similar conundrum as Robbins (1987), in that consideration of which measures to include and how many are sufficient to make-up for organisational effectiveness could result in a long list of measures or some measures being missed completely.

McKinsey, looks at a smarter approach to cost reduction in the public sector and studies 3000 public servants in 18 countries that account for 75% of the total global gross domestic product, with respondents coming from national, regional, local governments, and state owned entities who had cost cutting as a goal in their transformation efforts in the previous five years. Only 19% were complete or successful. Furthermore direct budget cuts resulted in organisations being 15% less likely to be successful (McKinsey & Company, 2018). Although a detailed analysis of the impact of budget allocations and resources is not part of the study, the negative influence of budget cuts on organisational effectiveness and employee engagement as stated by McKinsey and Company, (2018), cannot be ignored. Hauswirth (2006:6) argues that government departments have a cameralistic approach to budgeting. This could be another aspect of the department's budgets not having material change in budget allocations that allows DCS to focus on resolving emerging challenges. In addition, environmental changes during 2020 as a result of COVID-19 and the impact of technology (4IR), could mean that programmes such as Incarceration, could have needed additional budgets to mitigate additional spending on protective clothing and

associated hygiene products, owing to COVID-19 pandemic and technology (4IR). The trend of higher funding for Incarceration, compared to the other budget items, continue unabated for periods outside of the window of analysis (2018/19 to 2020/2021), before and after. This shows that emphasis is placed on one area of the organisational structure (Incarceration) while the policy requires focus on Rehabilitation and Social Re Integration, which remain substantially underfunded in comparison.

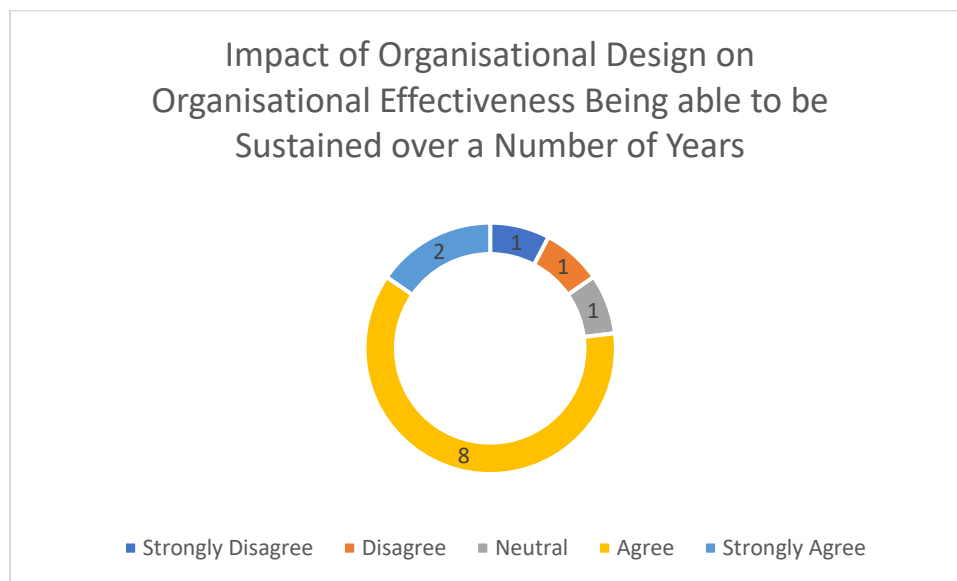
5.10.7 Understanding If The Impact Of Organisational Design On Organisational Effectiveness Can Be Sustained.

The position of the participants is that if organisational design is appropriate and all required resources are available, including competent leadership, the impact of organisational design on organisational effectiveness can be sustained factoring ongoing external environmental changes. Table 5.2.7-1 reflects that the null hypothesis nine (H9) on the impact of organisational design on organisational effectiveness in a corrections environment, being able to be sustained, has a cross tabulation total count and expected count of nine which are the same, with a Chi-square test of a p-value of 0.207 meaning the null hypothesis can be accepted. The acceptance of the null hypothesis concurs with the statements of the majority of participants that the impact of organisational design on organisational effectiveness can be sustained.

5.10.8 Impact Of Organisational Design On Organisational Effectiveness Can Be Sustained Over A Number Of Years

In question 18 of the questionnaire, participants are asked if the impact of organisational design on organisational effectiveness can be sustained over a number of years, this is to observe their understanding of the impact of organisational design. Responses to this answer are contained in Graph 5.10.8-1.

GRAPH 5.10.8-1 SUSTAINABILITY OF IMPACT OF ORGANISATIONAL DESIGN ON ORGANISATIONAL EFFECTIVENESS



The Graph 5.10.8-1 shows that at least ten of the 13 participants believe that the impact of organisational design can be sustained over a number of years. Of the ten who agree, two strongly agree and eight agree. The remaining three are equally spread between one participant strongly disagreeing, one disagreeing and one being neutral. Participants are requested to provide reasons for their answers and some of these are stated in the next paragraph.

5.10.8.1 Explanation on the impact of organisational design on organisational effectiveness being sustained over years

In response to question 19 of the questionnaire, in explaining their answer to question 18 of the questionnaire, participant number one reports that they once worked as one of the senior managers involved in the turnaround strategy for the DHA in South Africa that was initiated in 2006. The organisational structure was completed between 2008 and 2009. Furthermore, organisational re-alignment and improvement for the DHA still continued in February 2022 at the time of the interviews for this study.

There is consensus among participants that the operational environment in which the DCS exist is not static. There is new legislation, new Government strategies, such as

employment of women and youth, the COVID-19 pandemic, which had never been experienced in modern history and human memory, coupled with the rise and the speed of technology in form of 4IR. Responses to all these factors, some of which are elements of organisational theory, impact on organisational design, organisational effectiveness and employee engagement.

There is general agreement among participants that a well-designed organisation could last a long time. However, ongoing organisational reviews still need to be conducted to meet ongoing changes in the external environment. Sustainability of organisational effectiveness is said to be impacted by people joining and leaving the department on an ongoing basis. Changes in leadership are, according to participants, results in change of focus for the DCS and this focus is generally understood to be moving the department away from its mandate. The participants argue that when new leaders join the DCS, they are less likely to augment or enhance programmes they find in place. Participants are of the opinion that, in most instances, new leadership introduce new programmes that are not in the planned MTSF or in the MTEF. This means reprioritisation of budgets, resulting in a negative impact on organisational design and organisational effectiveness. The new programmes introduced by new leaders are in most instances, according to participants, not sufficiently consulted and are not supported with budgets. Moreover, participants believe that officials do not work effectively on these programmes until the term of the leader, in case of a Minister or Director General is over. One participant makes an example that the programme “Reading for Redemption” was a seasonal programme based on the interests of the person who was a Minister at the time.

Availability of resources such as budgets, personnel with the right knowledge and managers with a vision that is aligned to the department, and have the ability to continue implementing the mandate of the DCS within the strategies of unit management and rehabilitation (even with difficulties such as budget cuts), is essential. The participants suggest that management of resources could be improved in the DCS. This is possible, for example, by ensuring that management fulfil their responsibility of ensuring that every employee in the DCS arrives at work every day and is productive. Participant number 13 illustrates that as much as a well-designed organisation could be sustainable, the inverse is true in that a poorly designed organisation could destroy the organisation for many years.

In replying to a question 20 of the questionnaire, on how many years can the impact of organisational design on organisational effectiveness be sustained. Seven participants agree that the impact of organisational design on organisational effectiveness can be sustained, two of them express that it can be sustained for at least three years, three of the participants express that it can be sustained for up to five years, and a further two state that sustainability of ten years may be possible. One participant disagrees that organisational design has an impact on organisational effectiveness and expresses a neutral viewpoint. Participants qualify that the impact of organisational design on organisational effectiveness is possible if the organisational structure is properly designed, with the right impact, is well-resourced in a responsive environment. There is participant's response that is regarded as an outlier, which states that sustainability can last for ten years.

Participants assert that no environment is static and ongoing reviews of organisational design need to be conducted as and when appropriate. Some of the arguments put forward for sustainability effectiveness are that the nature and size of an organisation. One participant gives an example of a motor assembly plant remaining effective for at least ten years and smaller organisations changing frequently to meet the demands of the external environment.

The issue of demilitarisation of corrections in 1996 means that the officials have had to unlearn the military approach to corrections and had to adjust to the changed internal and external environment of rehabilitation and social re-integration. This occurrence, according to participants, results in a gap that is neither addressed by the organisational structure nor the organisational culture. Participants indicate that this gap still exists at the time of the interviews and is a factor with long lasting negative influence on the DCS. Participants avers that while the DCS was demilitarised in 1996, officials still have ranks and wear uniforms that resemble militarisation, therefore, creating a disjuncture between organisational design, structure, culture and expected outcomes for the new mandate of rehabilitation. The correctional system according to DCS documents, was demilitarised on 1 April 1996, resulting in the enhancement of the DCS's responsibility on rehabilitation (DCS, 2005:29). Rehabilitation is again reinforced by the new Correctional Services Act 111 of 1998 and the White Paper on Corrections (DCS, 2005). Demilitarisation is said to have formed an immediate gap in leadership where staff members were stripped of their authority overnight without an

effective replacement. In the end, the DCS reverted to insignia, resulting in a Kwasi-military ranking structure, instead of full demilitarisation. This is one example of where the organisational structure and organisational effectiveness of the department is perceived to be far removed from one another, at least for a period of time.

5.10.9 Summary Impact Of Organisational Design On Organisational Effectiveness Can Be Sustained.

The impact of organisational design on organisational effectiveness according to participants can be sustained. The participants state that the period of time this impact can be sustained varies between three to five years and it is dependent of the quality of the organisational design intervention. The participants believe that the impact of organisational design on organisational effectiveness can be positive or negative depending on the quality of organisational design. There is emphasis on the need to continuously engage on organisational design in order to meet the changing needs of the environment. Furthermore, participants assert that the nature and size of an organisation has material impact on how long the impact of organisational design on organisational effectiveness can last.

5.11 UNDERSTANDING COVID-19

This study is conceptualised in 2018 at a time that the pandemic is not the minds of anyone, including long-range planners of the economies of the world. Inclusion of the COVID-19 pandemic late in the study provides better insight on the impact of this novel event that is assumed to be a once-off event on organisational design, organisational effectiveness and employee engagement. At the end of 2019, COVID-19 attacked the province of Wuhan in China (DCS, 2021b:22), and in March 2020, COVID-19 visited the South African shores. During this time, use of technology, electronic connectedness through social media and integration of technology with logistics increases at speeds never seen before. Businesses that need physical contact temporarily go on standstill and logistics businesses are extended to residential and

personal use, with online purchases of groceries growing phenomenally. Cities become ghost towns, jobs are suspended or terminated and the few fortunate people work from home. Organisational design and organisational structures at this point in time become irrelevant with TEK Systems (2020) emphasising that during this time of forced change of a magnitude never experienced before is the need to have inclusive business continuity covering all aspects of the business with synergy between people and systems being the focus point (TEK Systems, 2020). TEK Systems (2020) asserts that focus areas to bolster business continuity were focusing on the big picture, adapting to new ways of productivity, clear and consistent communication, expanding ways of communicating with employees, getting feedback on concerns raised, continuous improvement, being elastic, and able to evolve with changes in the environment (TEK Systems, 2020). The focus points of TEK Systems are consistent with requirements of employee engagement. There are participants who indicate that the COVID-19 period tested organisational design and state that those functions of the DCS that did not provide services and whose services were not missed during COVID-19 are functions that department does not need. The impact of COVID-19 in the form of employee emotional stress that results from loss of family members and economic challenges that resulted from businesses shutting down are still fresh in the memory of participants at the time of the interviews. Participants state that organisational design as a tool for allocation of roles, responsibilities and resources did not come through during COVID-19 and organisational design must play a role in the designing organisations that can withstand future pandemics. One participant articulates that organisations must be designed to be future proof.

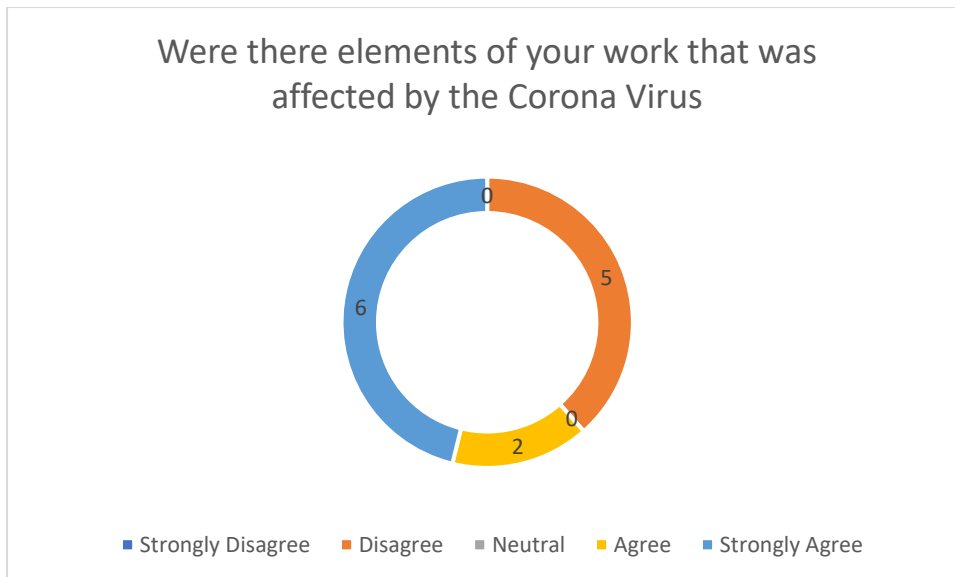
According to the 2020/21 Annual Performance Plan, the DCS responded to the national state of disaster and revised their Annual Performance Plan to include COVID-19 interventions. Moreover, the DCS provided an additional expenditure of R 600.94 million through reprioritisation of budgets to manage the impact of COVID-19. This reprioritisation was used to increase capacity of health care workers, installation of quarantine units, health care to employees, laundry machines and personal protective clothing (DCS, 2020c:22). While COVID-19 facilitates the introduction of hybrid working models, in corrections, certain work aspects cannot be done from home. However, with the increase in technology based support in form of robotics, drones, AI, to name a few, participants see technology as another way to mitigate

against pandemics such as the COVID-19. One of the strategic objectives of the DCS Vision 2068 is to be technologically advanced. This means there could be a future DCS that, if it encounters a pandemic similar to COVID-19, the DCS could be in a more technologically advanced state and can make use of 4IR technologies. The understanding from this paragraph is that the impact of COVID-19 and future pandemics can be better managed through robust organisational design that is future looking and supported by technology. This further confirms that the impact of organisational design on organisational effectiveness is of longitudinal nature.

5.11.1 Work That Is Directly Impacted By The Corona Virus

Organisational theory includes environmental issues that change or may change with time. The key environmental issue that takes place during the study, as discussed in the literature review under Chapter 1.18.13, and has material impact on organisational design and organisational effectiveness, is COVID-19. Its impact in the external and internal environment of DCS is so profound such that it is necessary to include it as a question in the study to understand if and how this impact is felt in the DCS. Question 26 of the questionnaire seeks to understand if aspects of the participant's work is impacted by COVID-19. Participants respond to a standard questionnaire and in this instance, not all participants were exposed to COVID-19. Some participants were no longer working at DCS at the time. Graph 5.11.1-1 provides for responses from the participants on the impact of COVID-19 on their work, and those that were not working at the time had a different response that is discussed in the following paragraphs.

GRAPH 5.11.1-1 IMPACT OF CORONA VIRUS (COVID-19)



In response to question 26 of the questionnaire on understanding if participants have some aspects of their work impacted by the COVID-19, some participants acknowledge that their work is impacted by COVID-19. However, eight of the participants do not have their work impacted by the COVID-19 in that they are already on pension and not working. They could only imagine the impact of COVID-19. Participant number 13 indicates that high rates of COVID-19 infections were due to overcrowding and participant number 12 mentions that COVID-19 made processing of inmates such as admission and release very difficult. Furthermore, it had a negative impact on contact time such as offender visits, sports and exercises. The impact of COVID-19 is so profound that participants who had aspects of their work impacted display strong opinions which are captured in the following paragraph.

5.11.2 Aspects Of Work Severely Impacted By The Corona Virus And Could Be Improved Through Organisational Design

In response to question 27 of the questionnaire on aspects severely impacted by COVID-19 and could be improved through organisational design, the participants whose work is impacted by COVID-19 perceive that inmate visitation, admission of inmates and confined spaces in facilities meant that inmates and officials are at high risk of contracting COVID-19 during the pandemic. Furthermore, there is emphasis

that the DCS needs to have contingency plans on how to respond to such pandemics in future (this according to participants is an important strategic issue). Participant number four asserts that COVID-19 demonstrated that there are too many people in Head Office. This participant goes on to present arguments that emphasise that there are officials in Head Office, who during COVID-19, never report for duty in person. Moreover, these officials do not have tools to work remotely, yet their work never gets behind and never becomes a performance issue. Other participants concur with this participant and are of the general opinion that resources are indeed overloaded at Head Office, even under normal conditions (without the pandemic).

Participant number five explains that during COVID-19, infrastructure collapses, as it is not maintained and officials could not conduct work related travel to Correctional Centres. The organisational structure does not factor in this type of pandemic in that it is seen as static, and the absence of agility of the organisational structure, means that it is not responding to the changing needs of the environment. There is consensus among the participants that during this time, the DCS functions without some of the officials, proving that there are resources that are not effectively utilised. Remarks that Head Office and the Regional offices can do with less employees are echoed by participants. During COVID-19, according to participants, the correctional centres are severely impacted with less officials being available for duty. Participants explain that at this time, the fear of contracting the disease and work overload negatively influences the employee morale of the few employees who are available for work. Consequently, this creates a negative effect on taking offenders out for exercises and contact time between the officials and offenders is materially reduced. The impact of COVID-19 is so severe that some of the officials who contracted COVID-19 die, as reported by one of the participants. Furthermore, participants point out that organisational design could not assist the DCS during COVID-19 and strongly advocate for better ICT systems, automation, and moving away from paper-based administration, which according to participants means a positive impact on organisational effectiveness in DCS.

5.12 UNDERSTANDING THE FOURTH INDUSTRIAL REVOLUTION

This section discusses the 4IR from various aspects with the intention to contextualise its impact on organisational design in a corrections environment. The 4IR is an aspect of organisational theory within the technology discipline and has material relevance in organisational design, organisational effectiveness and employee engagement in that execution of roles and responsibilities are often integrated with technology. Technology in the form of gadgets, computers, programmes and software is used to enhance operations and decision-making in organisations.

The First Industrial Revolution is said to have started with use of water and steam in the production of power and mechanisation between 1760 and 1840, the second industrial revolution in 1870 saw the introduction of electricity and mass production. ICT came in 1969 as the third industrial revolution. The integration of all these technologies from mechanisation, electricity, information machinery and gadgets leading to AI, internet, virtual space, and robotics culminates to the current 4IR (Get Smarter, 2021). Schwab (2016) summarises these revolutions as a fusion of all these technologies that is fundamentally changing the way human beings exist and interact with each other and Schwab (2016) maintains that the complexity, scale and scope of change that is brought about by the 4IR has never been experienced by human beings before (Schwab, 2016).

Schwab (2016) believes that the power of billions of interconnected mobile applications such as robotics, AI, autonomous vehicles, biotechnology, internet of things, materials science, 3-D printing, and quantum computing to name a few, are the enablers of 4IR. Literacy on AI, internet of things, Block Chain and Software as a Service is slowly moving away from the domain of technology specialists to be general knowledge of an ordinary worker (Schwab, 2016). With these developments, it means the use of computers and associated software that enable virtual participation on virtual meetings such as Zoom, Teams or Webex as well as implementation of simple surveys has become a basic skill for all workers regardless of age. The impact of the 4IR is also felt in the labour market especially on jobs whose skills are being replaced by technology. Bill Gates, the founder of Microsoft, believes there shall be a need for higher order thinking jobs that will continue to provide integration of these various technologies as well as bridging the gap that results from the integration of various technologies (Gordon Institute of Business Science, 2022).

The DCS has embraced technology with the Annual Performance Plan of 2018/19 stating that it continues to modernise its correctional systems through replacement of legacy systems with secure, integrated reliable ICT (DCS 2018a:12). This is supported with implementation of various systems such as Electronic Monitoring, the Integrated Inmate Management System (DCS, 2015:6-8) as stated in the 2015 to 2020 strategy document. Other interventions mentioned by the department in the 2020 to 2025 Strategic Plan include electronic tagging and digital transformation through the Master Information Systems, Security Technology which are said to enable the department in a manner that through technology, the business as usual will not be interrupted in an event of a pandemic such as COVID-19 (DCS 2020a:101-103). This concurs with the assertions of the participants.

In the DCS, there are several programmes including agricultural programmes used to rehabilitate offenders. The advent new interventions in technology including use of 3-D printers creates many questions on the operations of the DCS. Some of these questions are, on the nature of technology that will be used in the rehabilitation of offenders. This extends to examining if the DCS will buy 3-D printers to teach inmates how to print facilities and meat and how the DCS will choose which skills to continue to implement as part of traditional rehabilitation including rehabilitation initiatives which will be driven by the 4IR. The re-invention of the DCS in response to these and more questions, are part of the context of organisational theory, organisational design models, organisational effectiveness models, employee engagement and sustainability.

The new technologies provide for increased access to information, decentralisation of power and increased transparency of organisational interventions. Schwab (2016) asserts that public policy and decision-making as it stands is a product of the 2nd industrial revolution. During the second industrial revolution, there is sufficient time to study issues, consult and develop responses or policies accordingly, in a linear top-down approach to engagement (Schwab, 2016). The 4IR is forcing the public sector to be agile in responding to the fast-changing environment that needs ongoing re-invention. The ability to deal with real issues as well as those of the cyberworld has become a reality for the public sector. Decision-makers are said to be trapped in the world that is traditional and linear in thinking, a world that is focused on crisis

management and are losing the opportunity to make use of the current forces of disruption that are shaping the future of humanity (Schwab, 2016).

There are schools of thought such as those stated by the Gordon Institute of Business Science (2022), that believe the 4IR will create jobs. However, these jobs are in the pioneering spaces that have not been available before. Some of these jobs are in the block chain technology, digital technology and internet of things, to name a few. This coupled with the jobs taken away by automation and AI will mean that the skills gap will be very wide and difficult to fill. Get Smarter (2021) notes that the World Economic Forum says there will be a need to reskill at least 40% of the working population and maintains that in Africa, 230 million people will need digital skills by 2030 (Get Smarter, 2021).

The Centre for the Fourth Industrial Revolution in South Africa under the Centre for Science and Industrial Research (CSIR) is tasked with accelerating the convergence of technologies through building national capability, providing collaboration opportunities, providing assistance and advice to micro and small businesses, and ensuring that appropriate governance is in place (Ntsibane, n.d.). Price Waterhouse-Coopers (PwC) believes that the past decade has seen low revenue generation and the 4IR which is less costly and revolutionary can provide opportunities for growth through productivity and efficiencies (PwC, 2023:n.d.).

The current administrative heavy organisations were created before the advent of 4IR with respect to information management, processing, analytics and communication. The advent of AI means administration is drastically reduced and, in some instances, eliminated. Intranets, internets, Skype, Microsoft Teams, Cisco Webex and Zoom are a few communication tools that have eliminated the need for face-to-face meetings and the associated logistics including conference rooms, catering, administration etc (Get Smarter, 2021). Voting and surveys can take place as and when these virtual meetings take place, therefore, eliminating the need for additional administrators during the meetings as well as removing the need for roving microphones, equipment monitors, to name a few. This means jobs of the future could be focusing on jobs that technology cannot do and may involve higher order thinking skills as stated by Bill Gates. These jobs are mainly co-ordination of processes between various technologies and refining processes and systems to be more effective and efficient.

The advent of ChatGPT4 changes this perspective and requires a re-think about human beings and technology in that ChatGPT4, though it is still in refinement, is said to have conversational interactions that can accommodate follow-up questions, challenge incorrect premises and admit its mistakes as well as follow instructions in a prompt (Openai, 2022).

The world of money, as we know it, is also changing together with the world of work. The likes of Mpesa which was created in Kenya in 2007 (Harvard Business School, 2015) and Pay Pal initiated the first digital payment platform in 1998 (Paypal, 2023) and have been joined by a plethora of electronic money such as e-wallets, virtual money and cryptocurrencies. Electronic and virtual money is currently on the rise together with what is termed Financial Technology (Fintech), which is a blend of finance and technology and includes crypto assets, online peer to peer platforms and alternative digital payment systems (South African Reserve Bank, n.d.). The study poses a question, if new payment systems will have an impact on organisational design? Will there be a need for a payroll office or pay will calculate as an individual works and their performance will be evaluated by algorithms and AI resulting in an automatic pay at a pre-programmed time through fintech? These are intriguing stories and questions that organisational designers of today cannot ignore.

The 4IR continues to evolve and early in 2022 there are developments about the emerging metaverse technology where in 3-D experiences are personalised to create a more intense and integrated experience between the user and technology (McKinsey and Company, 2022). Consulting houses such as Ernst and Young (EY) have already started experimenting with the use of this technology and there is a likelihood this technology will pick up quickly. In the event that corrections adopts this technology ChatGPT4, or any other 4IR-related technology, this could be a game changer for organisational design, organisational effectiveness and employee engagement in corrections.

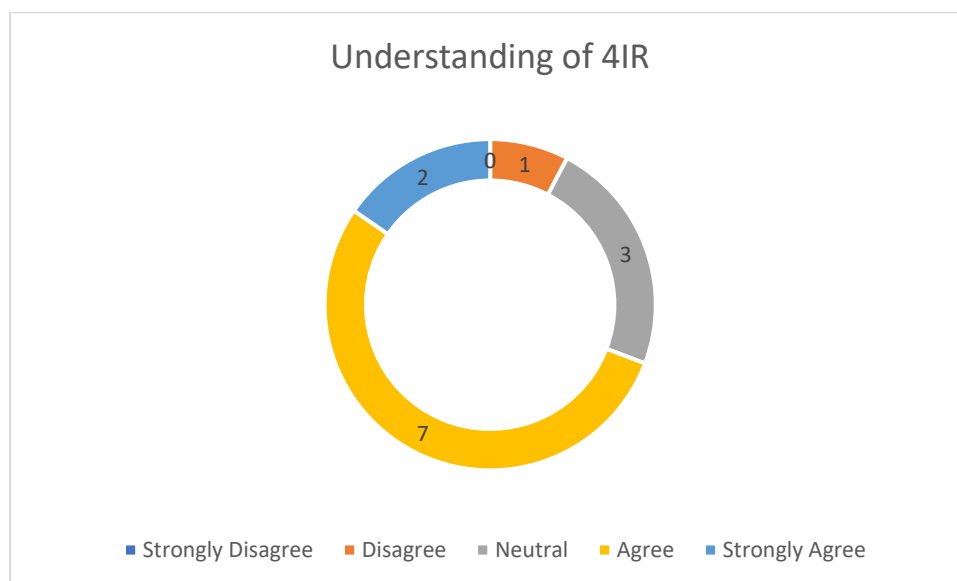
Technology and organisational design has been the opposite sides of the same coin for a considerable period of time, with all industrial revolutions that change the way how people live and work being associated with some form of technology. This is witnessed by division of work by Adam Smith and Scientific management by WF

Taylor. Technology, therefore, plays an important role in organisational design, organisational effectiveness and employee engagement.

The SCOPA documents assert that the 4IR is upon the DCS, who must be well informed about any new developments (Parliament, n.d.). Furthermore, there are statements that Wi-Fi should be available to all employees. The DCS considers technology as a tool that plays an important role (DCS, 2020c:102) and continues to modernise its systems by replacing its legacy systems through upgrading ICT infrastructure and implementing reliable and integrated systems (DCS, 2018a:12).

Question 23 of the questionnaire, seeks to observe if participants understand the meaning of the 4IR, and the Graph 5.12-1 provides a picture of their responses.

GRAPH 5.12-1 UNDERSTANDING OF 4IR



At least over two-thirds (69%) of the participants strongly agree and agree that they understand the 4IR. Eight percent of the participants disagree that they understand 4IR as stated in Graph 5.12-1. Slightly under a quarter (23%) of the participants are neutral. The participants are requested to explain their answers and their responses are captured in the following paragraph.

In responding to question 24 of the questionnaire, when participants are requested to explain the 4IR in their own words, participants who believe they understand what 4IR

is, have a similar understanding with each other. Their understanding is aligned to the literature review, in that the participants believe that the 4IR is a form of evolution that is driven by AI to improve efficiencies. Furthermore, participants articulate that the 4IR means a move to do things through technology such as banking on the phone. The 4IR is viewed as advances that have been made in the 21st century with respect to technological development, internet, robotics, AI as well as other aspects of human lives and how these aspects have been affected by technology. There is a basic understanding that 4IR will change the way we live in agreement with Schwab (2016). Participant number nine, elucidates that *“4IR is terminology used for technological advancement based on a different chronological timeline and the level of strength of technology that is used at that time.”* This participant believes a good example is that South Africa that has moved from analogue to digital television signal. Participants who claim that they understand what 4IR is, believe that technology improves the way work is done, making it faster and easier, and remark that technology within context of 4IR, means ease and speed of doing work.

Participant number six previously worked at a Director General level (the most senior administrative rank in a government department of South Africa). This participant has more than 20 years' experience in government with claims of having run a clean administration free of audit queries. The participant emphasises that this study is important and comes at a time when the 4IR is gathering speed and organisational design is a key enabler of organisational effectiveness in a technologically driven environment. There is a positive outlook from the participants that the department is making use of technology and advancing with the offerings emanating from the 4IR. The participants caution about automation for the sake of automation with one participant stating that, *“if you automate inefficiencies, you become effective at being inefficient,”* and further emphasised that *“effective organisational design is critical in automation of corrections and harnessing the benefits of the 4IR.”* Responses from participants who did not understand the 4IR focused on their lack of exposure to the emerging issues of 4IR, as a result of being out of the DCS system and therefore, do not understand 4IR with some participants stating that they simply not understand what is 4IR.

5.12.1 Contribution Of Organisational Design To The 4th Industrial Revolution

Participant number one, in responding to question 25 of the questionnaire on contribution of organisational design to 4IR, argues that organisational design must be able to demonstrate where efficiencies are in a structure. Furthermore, participant number one maintains that in the DHA, there is an intervention that had 137 processes and was reduced to 27 processes. Participants believe that organisational design would ensure that the 4IR does not put square plugs in round holes (meaning wrong people in right jobs) and 4IR means doing things differently with less workers.

Participant number six opines that organisational design is the answer to the 4IR, and cautions that there is a need for a good understanding of what organisational design is in order to make better use of 4IR, if it is to benefit the corrections environment. Furthermore, this participant believes that the State of the Nation Address by the President Cyril Ramaphosa on 10 February 2022, could not be implemented without organisational design, making an emphasis that organisational design should accompany strategy instead of a strategy being developed separately to completion and then looking for HR to first understand the strategy and then implement organisational design. Participant number seven articulates that organisations must be made to be future fit through use of technology such as 4IR, instead of being stuck in the past. There is general acceptance among participants that the DCS is stuck in the past with respect to technology, and there is a need for it to move to effective use of ICT and automation in line with the 4IR. This is within the context of recognising that the department is taking strong strides towards better use of technology.

Participants explain that if the DCS effectively makes use technology on organisational design and organisational effectiveness, it could focus its resources where there is an impact. A suggestion is made, of using a drone that can take out a span of inmates for the day with only one official, while monitoring of the span can be observed from the office by another official through a computer. This process alone, participant number nine, believes can release the resources needed for rehabilitation and other programmes. There is no follow through on understanding how many officials are needed for the span, as this would make the study discuss proprietary information of the department. Furthermore, there are opinions that the DCS can move to automation and eliminate its current paper-based processes. An example of the impact of moving

from paper-based processes to automation is stated as the likelihood of decreasing the amount of time of a memo submission process takes to reach the National Commissioner, from a process that is supposed to take three hours, and at the time, could take up to six months according to participant number ten. This participant explains that the process of six months factors logistics associated with walking the memo to deliver it to those employees whose names are on the route list. This may result in the memo being returned to employees who have already seen the memo to rectify incorrect issues. During such times, there could be conflicts resulting from the need to change the date of the memo as the memo gets stale because of moving forward and backward. Time keeps moving and eventually, the memo reaches the National Commissioner after a lengthy period of time, at times as much as in six months' time.

One participant opines that the country can overcommit and contend that it is moving to 4IR, whereas it is too early for South Africa to move completely to 4IR. South Africa, according to this participant, is still in the Third Industrial Revolution (3IR) which enables the country to still provide jobs that remain a challenge in the economy. Participants believe that benefits of 4IR in a corrections environment can include reduction of current errors resulting in multiple points of entry in data management including providing for fairness in processing inmates in that technology will ensure consistency and minimise discrimination.

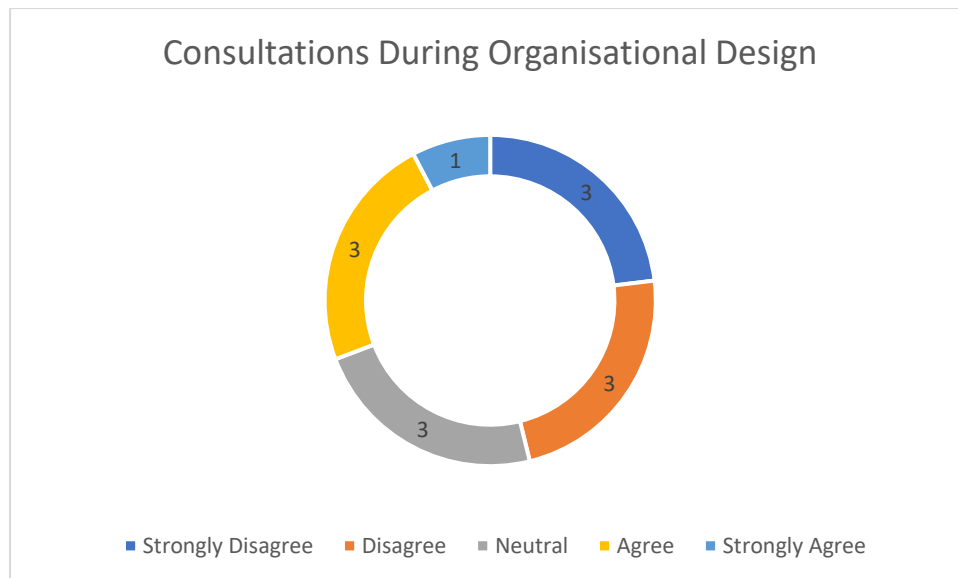
5.13 SUSTAINABLE DEVELOPMENT GOALS

The agenda of transforming the world is spear-headed by the United Nations with the participation of all countries. The intention is to free human beings from tyranny as well as healing and securing the planet as discussed in Chapter 1.8.10.

The SDGs are aimed at creating a better world by 2030 and one of the provisions contained in the SDG 16.7 emphasises that consultations must be part of citizenship engagement. All governments departments in South Africa are part of vision of the SDG's. Question 21 of the questionnaire seeks to discover if consultations take place at all levels of employees in the DCS in support of the SDG 16.7. Furthermore, employee engagement which includes consultations, is stated as a necessity in

corrections, in sections 5.6.4 and 5.6.5. This aspect of the study seeks to determine the degree to which participants observed consultations taking place in the DCS during organisational design processes. The findings are stated in Graph 5.13-1.

GRAPH 5.13-1 CONSULTATIONS CONDUCTED DURING ORGANISATIONAL DESIGN



Participants differ in response to rating their opinion on consultation of employees resulting in an even spread across the spectrum of the Likert scale ranging from strongly disagree to agree with the exception of one participant strongly agreeing as depicted in Graph 5.13-1. Six of the 13 participants strongly disagree that the department consults them during organisational design initiatives. Three participants are neutral, and three of the 13 participants concur that the interventions are inclusive. Answers to this question indicate that SDG 16.7 on inclusive communities may not sufficiently supported by the department, or employee consultations on organisational design are not profiled correctly. There is a follow-up question on the opinion of participants on consultations on organisational design in the department and the findings are detailed in the following paragraph.

Participants are requested to elaborate further on question 21 of the questionnaire on employee consultations conducted during organisational design to support their choice as indicated in the Graph 5.13-1. Participants report that organisational design is not sufficiently consulted, based on their opinion that consultations are focused on

personal interest of the leadership, as well as strategies of leadership that are not enabling organisational design practitioners to implement the relevant organisational design principles. Such strategies include non-approval of structures that do not meet the personal interest of the said leadership. Participants observe that organisational design work is implemented at leadership level and consultations are said to be ad-hoc or intermittent. The processes aimed at organisational design when initiated are not immediately concluded, resulting in confusion on which version of the structure is being consulted on, during the series of consultations that take place. Furthermore, there is a belief that consultations conducted do not sufficiently address employees at production level.

Two of the 13 participants opines that there are sufficient consultations at all levels of the DCS, including Head Office, Regions, Management Areas and Correctional Centres. These participants believe it is understandable that not all 42 000 employees of the department can be consulted, as such the DCS uses sampling methods to select people who need to participate in consultations. They further maintain that consultations take place across all functions and levels of the DCS, rather than across all employees. These participants are of the opinion that capacity constraints at the Correctional Centres means that managers are not able to release enough officials to participate in the organisational design consultations, resulting in underrepresentation of junior employees in consultations.

Consultations on organisational design, organisational effectiveness and employee engagement could be used to contribute towards the aspirations of SDG 16.7, furthermore participants confirm that consultation is important for employee engagement which is also important for organisational effectiveness.

5.14 ANALYSIS OF INTERACTIONS BETWEEN ORGANISATIONAL THEORY, ORGANISATIONAL DESIGN, ORGANISATIONAL EFFECTIVENESS AND EMPLOYEE ENGAGEMENT MODELS AND CONTRIBUTION TO THE CORRECTIONS ENVIRONMENT

This section analyses organisational theory, organisational design, organisational effectiveness and employee engagement within the context of a corrections

environment. The seven models of organisational design, organisational effectiveness and employee engagement are analysed for relevance to the corrections environment through information gathered throughout the study. It is expected that this provides insight into the interaction of models with the corrections environment leading to a better understanding of the impact of organisational design on organisational effectiveness in a corrections environment.

5.14.1 Organisational Theory

Table 5.14.1-1 provides comparison of different selected organisational theories observed in Chapter Two, with the corrections environment as understood by the study.

TABLE 5.14.1-1 COMPARISON OF ORGANISATIONAL THEORY WITH THE CORRECTIONS ENVIRONMENT

Organisational Theory	Division of Labour	Classical Theory	Management Science	Max Weber's Bureaucratic Theory
Focus points	Specialisation Savings due to focus Use of machines to replace humans	Dividing organisational goals into roles and responsibility One best way through scientific and systematic enquiry Ignores human factors and considers organisations to be based on universally accepted principles	Use of Mathematical Models to analyse problems and to develop solutions	Administration is guided by rules, regulations and strict adherence to authority Authority, Hierarchy and impersonality Career orientation and formal selection process
Comparison to Corrections	Specialists in form of Correctional Officials, Psychologists, Social workers	Transversal roles across the public service serve as one best way of doing things The DPSA Organisational	Ratios for Inmate and Officer in corrections makes use of mathematics Calculation of shift patterns	Correctional Service Act 111 of 1998 as amended is the main source document for corrections.

	The focus is on service delivery and not savings Machines assist people and do not replace them	design guide and toolkit and the Public Service Regulations, provide one scientific and systematic inquiry	Guarding ratios and rehabilitation spans also make use of mathematics	The Offender Rehabilitation path The B-order Strategies of the department Various pieces of legislation and regulations mean that the DCS is bureaucratic
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Table 5.14.1-1 demonstrates the complexity that can arise when choosing an organisational theory to be used as philosophy for organisational design in a corrections environment. Nevertheless, the foregoing organisational theories do not provide for the philosophy to guide organisational design in corrections. The study can safely state that among the 15 observed organisational theories, factoring the four theories used to demonstrate how organisational theory can influence organisational design, there is no single organisational theory that on its own is appropriate for the corrections environment. Organisational theory provides astuteness in the selection of the appropriate philosophy and the manner in which activities associated with an organisation must be conducted. At face value, the management science theory can assist the DCS in determining the number of correctional centres, officials, shift patterns and other numerical requirements. However, Max Weber's Bureaucratic Model emphasises the philosophy of compliance and rule orientation which is valuable to the DCS. Max Weber's Bureaucratic model will not be adequate on its own considering that aspects of Division of Labour such as specialisation, the Classical theory, with respect to the need to comply with DPSA guide moderates Max Weber's Bureaucratic Model from being the only choice.

5.14.1.1 Disciplines of organisational theory within the context of corrections

Organisational theory is supported by disciplines that enable achievement of the purpose of the organisation. The disciplines observed through the study are compared

for existence in the corrections environment. The strategic objectives per programme budget provides a better source for such comparison.

TABLE 5.14.1.1-1 COMPARISON OF DISCIPLINES OF ORGANISATIONAL THEORY WITH THAT OF THE CORRECTIONS ENVIRONMENT

Discipline	Focus area	Corrections environment
Strategic Human Resources	Development of processes and procedures, provision of a pool of resources to execute the strategy and shaping the culture of an organisation.	This discipline is a sub programme under the programme Administration and the purpose is to improve human resource capacity in a manner that ensures achievement of the DCS mandate.
Sociology	Collective habits of humans.	The focus in corrections is psychology and social work and these are a sub programmes found under programme rehabilitation. The purpose is to enable rehabilitation for inmates through improvement of emotional wellbeing.
Finance	Planning, organising, controlling, directing financial activities of an organisation and budgets.	This discipline is a sub programme under the programme budget Administration. In corrections it provides effective and efficient financial and supply chain services.
Public Administration	Development and implementation of policies for public sector use.	This is under the programme budget Administration and is meant to provide strategic leadership and management support.
Operations Management	Implementation of policies and standards through planning of processes, people, inventory and capacity. Implements the outcomes of the organisational structure.	The programmes Incarceration, Rehabilitation, Care, and Social Re-integration are aimed at inmates and their focus is provision of a number of interventions aimed at safe humane, incarceration, rehabilitation and social re-integration of inmates. The high level organisational structures of DCS have a function named Chief Operating Officer.
Economics	Effectiveness, optimal use of resources through interaction of humans with the environment and includes division of labour.	This is covered in sub programme Human Resources under the programme Administration. There main focus of economic use of resources in DCS is people. Other areas that DCS mentions regularly are finances, facilities, and IT.
Strategy	A choice a company makes to focus on a different set of activities that deliver a unique set of values to achieve a certain outcome.	Strategy is found in the high level organisational structure and is not reflected in the Budget programmes. Strategy is under the programme Administration.
Information Technology (Fourth Industrial Revolution)	Provides ease of transformation and competitive advantage. Improvement of production and information and communication management through use of machines (Computers and Technology).	Information technology is a sub programme of programme Administration and its purpose is to provide reliable integrated ICT infrastructure and business application systems for effective strategic alignment of processes with strategy.
Sustainable Development Goals	Transforming the world to a better world through Environmental. Social and Economic dimensions.	Contribution to SDG's is seen within the context of providing the quality of health care services to inmates that is the same as the national standards (DCS 2022b:134).

Disciplines provide depth and breadth of specific theory and knowledge. It is generally presented in clusters, in that in finance discipline, the focus will be on areas such as budgets, supply chain and reporting, in human resources the focus will be on recruitment, performance management, employee development and employee health and wellness to name a few. The disciplines observed through literature review in Table 5.14.1.1-1 are generic in nature. The DCS is a specialised environment and has disciplines that are specific to corrections such as Incarceration, Security Operations, Remand Detention, Offender Management, Rehabilitation, Facilities and Care, to name a few. Organisational theory within the DCS context, therefore, requires understanding of much more disciplines, which are not in the public domain. Disciplines in the public domain need to be evaluated for appropriateness based on the discussion on organisational theory.

5.14.2 Comparison Of Elements Of Organisational Design Models With The Corrections Environment

The study makes a comparison of elements of organisational design of the seven models with the corrections environment. Hypothesis three states that organisational design in a corrections environment consists of the same elements as those in a generic Organisational design model. Table 5.14.2-1 presents the observation of the study for each of the seven organisational design models.

TABLE 5.14.2.-1 COMPARISON OF ELEMENTS OF ORGANISATIONAL DESIGN MODELS WITH THE CORRECTIONS ENVIRONMENT

Organisational Design Model	Organisational Design Elements	Corrections Environment
Weisbord Six Box Model	Purpose Structure Relationships Rewards Leadership	<p>Degree of integration with corrections: The model is at the basic level of integration and does not provide for the complexity of the corrections environment.</p> <p>Useable elements All elements are useable.</p> <p>Link with participants</p>

		<p>Participants mention all the elements, with relationships seen as stakeholders. Table 5.4.2-2 shows elements mentioned by participants.</p> <p>Contribution to corrections This model can contribute to corrections, however the quality of impact will be limited due the elements not covering most aspects of corrections such as processes, infrastructure, and people elements to name a few.</p>
Burke Litwin Model	<p>External environment Mission and strategy Leadership Organisational culture Structure Management practices Processes, systems, policies and procedures Work unit climate Task and individual skill Motivation Individual needs, values and work unit climate Individual and Organisational Performance</p>	<p>Degree of integration with corrections It is the most integrated model with the corrections environment, with the work unit climate matching the Unit Management approach of corrections.</p> <p>Useable elements All elements are useable.</p> <p>Link with participants Participants mention all these elements; however, they do not use the same words. Some of the elements mentioned by participants which are not in the model are Logistics, Stakeholders and Facilities The rest is detailed in Table 5.4.2-2</p> <p>Contribution to corrections Makes the most material contribution to corrections, however there are gaps that need to be addressed such as Technology, Logistics, and Infrastructure to name a few.</p>
Galbraith 5 Star Model	<p>Strategy Structure Information and decision making processes, Compensation and reward systems People</p>	<p>Degree of integration with corrections This model is at the basic level of integration with corrections and fails to meet the complexity of the corrections environment.</p> <p>Useable elements All elements are useable.</p> <p>Link with participants All elements are mentioned by participants; however participants also mentioned elements that are not in Galbraith model some of which are Mission, Values, Security and the rest is detailed in Table 5.4.2-2above.</p> <p>Contribution to corrections The model contributes to corrections, however it has material gaps in elements of Mission, Values, and Environment, furthermore corrections specific elements are missing as in all generic models.</p>
Nadler Tushman Congruence Model	<p>Environment (Internal and External) Stakeholders Culture Structure</p>	<p>Degree of integration with corrections Moderately integrated with the corrections environment. Complexity of corrections requires much more elements to be considered.</p> <p>Useable elements</p>

	Systems Resource Strategy Theory of Change Instructional Core (Student, teacher and content)	All elements are useable. Link with participants Participants do not mention the elements, Theory of change and Instructional code. Participants mention more elements such as Work specialisation Mandate, and Employee wellness. Table 5.4.2-2 above provides for elements mentioned by participants. Contribution to corrections This model contributes to the corrections environment, however it has some gaps with respect to Technology, Rewards, and corrections specific elements.
Porter's Value Chain Analysis	Inbound logistics Operations Outbound logistics Marketing and sales Services Firm Infrastructure Human Resources Technology Development Procurement	Degree of integration with corrections This model not integrated with corrections. It is more suitable to a manufacturing or commercial environment. Useable elements All elements are useable except for marketing and sales, which are not useable in a corrections environment. Link with participants The model sufficiently links with elements stated by participants, with logistics being seen within the context of transportation of materials and inmates. Procurement and Technology development are not included as shown in table 5.4.2-2 above. Contribution to corrections Contribution to corrections is limited with generic and corrections specific elements missing.
Ibitayo	Functions Products Geography Customer	Degree of integration with corrections Is not integrated with the corrections environment, leaves out essential elements such as purpose, people, leadership, processes to name a few. Useable elements The elements, Functions and Geography are the only useable ones. Link with participants Participants do not mention any of the elements in this model. The closest elements to that of participants is Functions which participants mention as different departments as shown in Table 5.4.2-2 above. Contribution to corrections This model does not make any contribution to corrections.
Alter	Environment Strategies Infrastructure Products Services Processes and activities	Degree of integration with corrections The model is moderately integrated with the corrections environment. Useable elements All elements are useable except for products, which are not a focus of correctional services.

	Participants ICT	<p>Link with participants There is sufficient link with the participants, examples of elements that link with participants are Strategies, which participants state as Strategic management, other links are Processes, Participants and Environment. These elements are found in Table 5.4.2-2 above.</p> <p>Contribution to corrections This model provides basic contribution to the corrections environment with the need to augment the elements to meet the complexity of corrections.</p>
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Contents of Table 5.14.2-1 provide some confidence on hypothesis three (H3) that generic organisational design elements are the same as those in a corrections environment.

The study further makes the following observations based on Table 5.14.2-1.

5.14.2.1 Degree of integration of elements of organisational design models with corrections

Not all organisational design models are integrated with the corrections environment. The study observes that of the seven models discovered by the study, the Burke Litwin Model is the most integrated model with the corrections environment. The Porter's value chain analysis comes across as having limited contribution to corrections due to insufficient elements that are specific to the corrections environment and the Ibitayo model does not have any contribution.

5.14.2.2 Useable elements of organisational design models in the corrections environment

Most elements found in organisational design models are useable with very few which are not useable. Such limitation is on elements that focus on commercial activities, which are not relevant for corrections, such as marketing or sales.

5.14.2.3 Link of elements of organisational design models with participants

Elements of organisational design of the seven models are the same or similar to those mentioned by the participants with technology being the most absent from participants and within models. Porter's value chain analysis and Alter are the only two models that mention technology.

5.14.2.4 Contribution of elements of organisational design models with the corrections environment

All models contribute to the corrections environment, some to a lesser degree. The Burke Lutwin Model makes the most contribution. However, there are material elements not contained in this model such as technology, infrastructure and logistics.

5.14.2.5 Impact of elements of organisational design models on the performance and purpose of the corrections environment

The observation is that there is value in selecting an appropriate organisational design model that integrates with the corrections environment. Elements of the selected organisational design models, if useful, can assist the corrections environment in achieving its performance and purpose by focusing diagnostic activities on the correct aspects of the environment. Corrections is a specialised environment and will always need to ensure that corrections-specific elements are defined with clarity and included in any generic model that may be selected.

5.14.3 Comparison Of Elements Of Organisational Effectiveness Models With The Corrections Environment

The study makes a comparison of elements of organisational effectiveness as contained in the seven models with the corrections environment. Hypothesis four states that organisational effectiveness in a corrections environment consists of the same elements as those in a generic organisational effectiveness model (generic

organisational design model). Table 5.14.3-1 presents the observation of the study for each organisational effectiveness models.

TABLE 5.14.3-1 COMPARISON OF ELEMENTS OF ORGANISATIONAL EFFECTIVENESS MODELS WITH THE CORRECTIONS ENVIRONMENT

Organisational Effectiveness Model	Organisational Effectiveness Elements	DCS Environment
McKinsey 7 S	Strategy Structure Systems Style Staff Skills and Shared values	<p>Degree of integration with corrections Moderately integrated with corrections, however does not provide for the corrections environment specific elements such as Incarceration, Rehabilitation, Social re-integration, Security and many others.</p> <p>Useable elements All elements are useable.</p> <p>Link with participants Participants mention all elements except for Style and Shared values. The documents of DCS provide for the values of the department as such the omission does not mean shared values is not relevant in corrections.</p> <p>Contribution to corrections Provides limited contribution to corrections. The model needs to be augmented with corrections specific elements.</p>
Almas Sabir	Tasks People Structure Culture	<p>Degree of integration with corrections This model provides basic integration with the corrections environment. The complexity of the corrections environment does not make it an ideal model.</p> <p>Useable elements All elements are useable.</p> <p>Link with participants All elements link with those stated by participants, with the element, Work specialisation stated by participants, taken to mean Tasks. Table 5.5.3-3 above shows elements of participants..</p> <p>Contribution to corrections The model has limited contribution to corrections environment. There are a number of generic elements found in other models that are missing. When this is compounded with the complexity of corrections environment, its contribution is diminished.</p>
Bashir, Narmatha and Uma	Head of Institute Human Resources Finance Machinery	<p>Degree of integration with corrections Moderately integrates with the corrections environment. Aspects of meeting the corrections</p>

	Buildings Equipment Information Materials Manhours	environment as mentioned in the Mackinsey 7S model apply to this model as well. Useable elements All elements are useable. Link with participants All elements are linked with the participants except for Materials, Manhours and Head of Institute as shown in Table 5.5.3-3. Contribution to corrections The model provides a limited contribution to corrections environment. It is not aligned to purpose of corrections.
Akpan and Nsien	Goal attainment Productivity Profit Employee morale Employee engagement Employee turnover Absenteeism	Degree of integration with corrections Not integrated with the corrections environment. Useable elements All elements are useable except for profit. Link with participants The participants do not mention any of the elements and there is no direct link with the participants as detailed in table 5.5.3-3 above. Employee morale can be taken to be Employee wellness on elements stated by participants. Contribution to corrections The model has limited contribution to the corrections environment in that it does not provide for a comprehensive basic framework as other models, and fails to provide for the purpose of corrections.
Huy and Phuc	Level of advancement of technologies How volatile the environment is The size of the organisation Information systems Idiosyncrasies of organisational structure Budget participation External Environment	Degree of integration with corrections Of the seven models this is the most integrated with the corrections environment. There are additional elements that are corrections specific that need to be considered such as Incarceration, Rehabilitation, Care and Social re-integration to name a few. Useable elements All elements are useable in the corrections environment. Link with participants The contextualisation of elements in the Huy and Phuc model means that the link with elements mentioned by participants is not direct. Such an example is that participants state, Environment and Huy and Phuc states External environment and how volatile the environment is. Participants refer to ICT and the model refers to Information systems. This is illustrated in Table 5.5.3-3. Contribution to corrections This model has limited contribution to the corrections environment; however corrections specific elements need to be addressed.

<p>Benal and Ramirez Alison</p>	<p>Information Co-ordination Diverging objectives Motivation Incentives Transaction costs Firm's efficiency Wealth creation Problem solving</p>	<p>Degree of integration with corrections The model has basic integration with the corrections environment. It does not address corrections specific elements.</p> <p>Useable elements All elements are useable except for the wealth creation.</p> <p>Link with participants Participants mention only Span of control which the study sees the same as Co-ordination in the model. Therefore the model has minimal link with the participants.</p> <p>Contribution to corrections This model does not contribute to the corrections environment.</p>
<p>Lovemore and Skitmore</p>	<p>Goal attainment System resource Strategic Constituency Competing values High Performing systems Legitimacy Fault driven Ineffectiveness Drive Organisational effectiveness</p>	<p>Degree of integration with corrections This model is moderately integrated with the corrections environment. Like other seven models elements relevant to the corrections environment are missing.</p> <p>Useable elements All elements are useable except for the elements, Competing values, Fault driven, Ineffectiveness and Drive.</p> <p>Link with participants None of the elements of this model have a link with those mentioned by participants.</p> <p>Contribution to corrections The model provides a limited contribution to the corrections environment. Adding elements specific to the corrections environment does not improve its possibility of contributing to the corrections environment.</p>

Contents of Table 5.14.3-1 provides some degree of confidence that Hypothesis four (H4) that generic organisational effectiveness elements are the same as those in a corrections environment.

The following paragraphs discuss observations made on elements of organisational effectiveness.

5.14.3.1 Degree of integration of elements of organisational effectiveness models with the corrections environment

The Huy and Phuc Model is the most integrated of the seven models. The six models are not integrated with the corrections environment and all models need to factor corrections-specific elements.

5.14.3.2 Useable elements of organisational effectiveness models in the corrections environment

Not all elements of the models are useable in the corrections environment with elements such as wealth creation, drive and ineffectiveness being such examples.

5.14.3.3 Link of elements of organisational effectiveness with participants

Three of the seven models have a better link with elements mentioned by participants, one model has a link with only one element and the rest of the models do not have links with the participants at all. These are reflected in Table 5.14.3-1.

5.14.3.4 Contribution of elements of organisational effectiveness to the corrections environment

Six of the seven models provide a limited contribution to the corrections environment, with one model not contributing anything at all as detailed in Table 5.14.3-1.

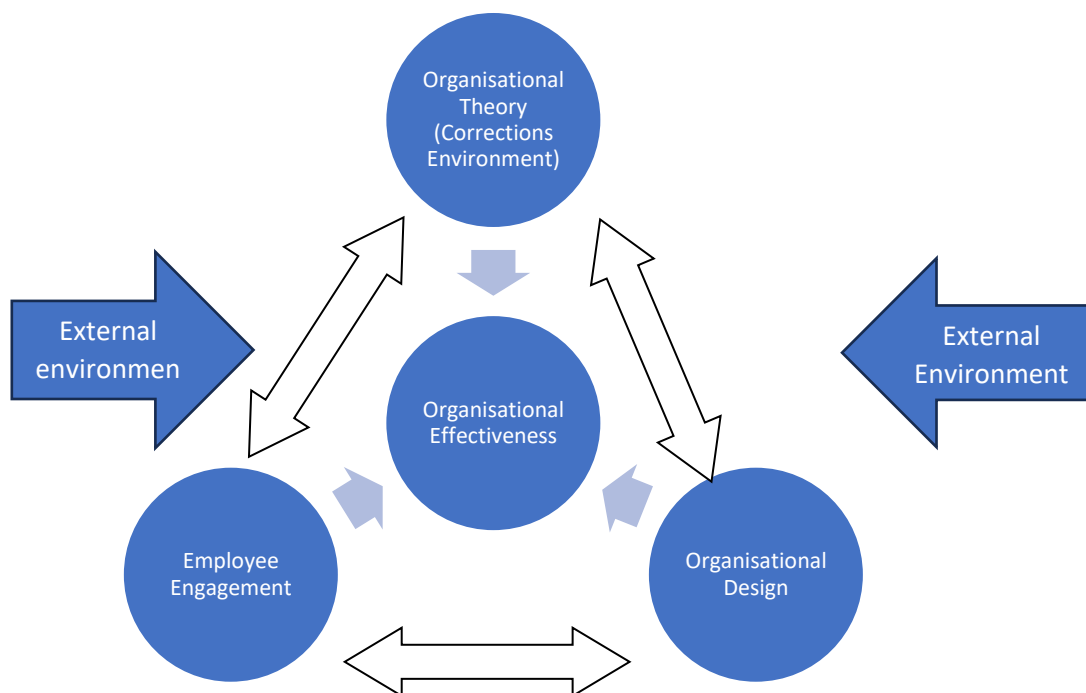
5.14.3.5 Impact of elements of organisational effectiveness on performance and purpose of the corrections environment

The models from the study, if used in a corrections environment for organisational effectiveness, without being adjusted for corrections, will not have any material impact on the performance and purpose of corrections. This is based on the analysis on Table 5.14.3-1. What participants see as elements of organisational effectiveness in a corrections environment does not have a link with generic organisational effectiveness elements.

5.15 THE IMPACT OF ORGANISATIONAL DESIGN ON ORGANISATIONAL EFFECTIVENESS IN A CORRECTIONS ENVIRONMENT

The purpose of the study was to understand the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment. Figure 5.15-1 provides for a consolidation of the outcomes of the in-depth study of organisational theory and the impact of organisational design on organisational effectiveness, and employee engagement.

FIGURE 5.15-1 IMPACT OF ORGANISATIONAL DESIGN AND EMPLOYEE ENGAGEMENT ON ORGANISATIONAL EFFECTIVENESS IN A CORRECTIONS ENVIRONMENT



The study deduces that the impact of organisational design on organisational effectiveness is anchored on organisational theory. Figure 5.15 demonstrates how the study understands the impact of organisational design on organisational effectiveness is achieved. The organisational theory is the confounding variable of the organisational design in that it provides the philosophy, context and content that ensures that the

purpose of the organisation is achieved. The organisational theory determines components that are material and specific to corrections, in organisational design. Organisational design models with their elements, organisational effectiveness models with their elements, the employee engagement models with their elements, are influenced to interact in a manner that creates the desired impact (organisational effectiveness) through organisational theory, which is the environment.

Section 5.14 demonstrates that there is no single organisational theory, or model of organisational design and organisational effectiveness that is appropriate to the corrections environment. The elements contained in all generic models are not sufficient for the corrections environment. They require adjustments in the form of additional elements that are corrections specific to make any of these models materially contribute to the corrections environment. The models and their elements need to go through a process of selection, validation and testing for contribution to the corrections environment.

The study developed an understanding that selection of organisational theory that guides and leads organisational design models together with their elements, selection of organisational effectiveness model and their elements and selection of the employee engagement model together with their elements, are part of organisational design. All these interact with each other in varying forms and degrees leading to them contributing to the organisational effectiveness of any organisation including that of a corrections environment. The impact of organisational design on organisational effectiveness, therefore, is not linear and sequential, it is through a deliberate and directed interactions of these variables in Figure 5.14.-1 In corrections, this is more complex because of the many components that make up the purpose of corrections..

5.15.1 Elements Of Organisational Design And Organisational Effectiveness And Organisational Theory Principles From Annual Reports Of The DCS

Annual reports of the DCS are analysed for elements of organisational design, organisational effectiveness and organisational theory related principles. The position of performance of the department against strategic objectives through use of

performance indicators in line with budget programmes and utilisation of budgets are the main contents of annual reports and these are regarded by the study within the context of organisational theory. Annual reports of DCS include a three-year focus called the MTEF. This framework is in line with the Government's financial planning cycle. Included in the annual reports is a comprehensive analysis of HR with respect to post establishment, filling of posts, and job evaluations, finance within the context of personnel related expenditure for different employee salary levels or salary bands, budget programmes, operations with respect to facilities, and capacity of the corrections environment, to name a few.

The contents of annual reports are part of organisational theory. However, when observed through the lens of organisational design and organisational effectiveness, they create an impression that there is no evidence of elaborate conversations on organisational design, organisational effectiveness or employee engagement. Performance measures (in form of performance indicators) are mainly expressed in numerical terms and evaluated to the extent that it meets previously set standards. There is no mention in the strategic documents of DCS on how organisational design, organisational effectiveness and employee engagement influence decisions made on allocation of resources.

The corrections environment is too complex to design without proper analysis and choice of appropriate organisational theory, organisational design model, organisational effectiveness models and appropriate employee engagement elements or model.

Corrections environment is reliant on officials to ensure security and rehabilitation of inmates, this means that designers of organisations should focus on choosing an organisational theory that allows for focus on people, flexibility and bureaucracy. This observation is that the DCS is modelled on foundational philosophy that supports organisational design, organisational effectiveness and employee engagement through principles of Max Weber's bureaucratic model of organisational theory, that focuses on strict adherence to rules. The flexibility of the environment makes the Neo-classical theory that focuses on sociology and psychology of employees also an important aspect. The contingency theory is aligned to the needs of DCS which can

do better by choosing organisational design and structure that responds to its environment to meet unexpected challenges.

The observation based on insight of the environment is that the DCS is suited to organisational design models with elements that have the ability to respond to complexity such as the Burke Litwin Model and the Nadler Tushman Congruence Model.

5.16 CHAPTER SUMMARY

The observation and analysis contained in this chapter gives a number of perspectives of the context of the corrections environment as well as how organisational effectiveness is achieved in a corrections environment.

The research problem of the study is to understand the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment. The hypotheses and research questions are designed to provide insight into organisational design which is an independent variable, organisational effectiveness which is a dependant variable and employee engagement which is a secondary variable, in a manner that creates better understanding of these variables to make informed assumptions, analysis and form credible observations and opinions. During the study, it is evident that organisational theory is an important aspect of the study and is subsequently included as a confounding variable.

Organisational design and organisational theory have been in existence since the beginning of the 19th century, while organisational design can be tracked to 5000 BC at the time of King Nebuchadnezzar and the Sumerians. Organisational design can be tracked throughout different civilisations in all parts of the world, including Africa. The theories of organisational design and organisational effectiveness were developed by different scholars with different philosophies to respond to the challenges of economies at different times. Responses of Adam Smith were that of a factory setting and responses of WF Taylor and Peter Senge were those of a knowledge worker.

The study does not discover a universal model or universal theoretical framework of organisational design and organisational effectiveness There is sufficient literature

discourse that supports that organisational design and organisational effectiveness consists of models that have elements that make them complete, with emerging theories that do not have elements or frameworks such as the change models of Maureen and Angela (2016:10) and organisational design engineering of Alter (2010).

Primary data, secondary data and the Chi-square test provide the same understanding that organisational design and organisational effectiveness models consist of elements that makes it complete as in a model. The elements vary from one model to another. However, there are elements that are common among the models as well as elements that are common in a corrections environment. The elements that are common in a corrections environment are determined through the strategic documents of the DCS. The elements of the observed seven organisational design models and seven organisational effectiveness models are not all relevant to the corrections environment and not all elements of the models contribute to the corrections environment. The detailed analysis is contained in Table 5.14.2-1 and Table 5.14.3-1.3-1.

There is literature that supports that organisational design has an impact on organisational effectiveness and employee engagement. Hauswirth (2006:6), Carus (2011:1) together with 92% of participants concur that organisational design has an impact on organisational effectiveness. This impact is owing to outputs of initiatives associated with organisational design, such as roles and responsibilities, role clarity and communication, to name a few. There are belief statements emanating from interviews with participants that organisational design is an important aspect of organisational effectiveness. This is backed up by beliefs of Carus (2011:1) and Hauswirth (2006:6) who state that clarity of roles, objectives and expectations are requirements for organisational effectiveness.

Participants understand the interaction of organisational design with the organisational structure and outputs of organisational design, such as clarity of roles and responsibilities, post establishment, span of control, reporting lines, salary levels, as organisational effectiveness whereas scholars such as Hauswirth (2006) and Carus (2011) see these as outputs of organisational design. Factoring that Robbins has more than 30 elements of organisational effectiveness, and the study did not come across a blue print model of elements of organisational effectiveness in a corrections

environment, it is appropriate to accept the views of the participants on organisational effectiveness.

There is concrete understanding emanating from the literature review, and primary research in the form of participants' feedback that organisational design leads to efficient and effective organisations. Moreover, there is evidence that organisational design with its elements and organisational effectiveness with its elements are not universal in nature and the study does not come across empirical evidence on the impact of organisational design on organisational effectiveness.

Scholars, subject matter experts (SMEs), consultants and participants concur that employee engagement is important for an organisation to achieve its objectives. Reasons for employee engagement are based on the fact that humans have a free will (initiative) to provide labour and if they do not have a sense of belonging or association with their work, they are more likely to adjust their discretionary efforts resulting in suboptimal performance of an organisation. Moreover, they may disengage while still on the job, or exit the workplace. The actions of humans are generally self-serving and when employees are not engaged, such may have negative consequences on the organisation. The participants unanimously agree that employee engagement in a corrections environment is not a negotiable outcome. The high-risk nature of the corrections environment, in that it houses and rehabilitates convicted criminals, does not make it easy for officials to work and therefore the environment may impact negatively on employee engagement.

Organising for efficiency seems to be part of human nature and the levels of organising improve with time. This insight is based on the current 4IR that brings a different form of organising, resulting in the need for organisational design to re-invent itself. Literature review reveals that while scholars, SMEs and participants understand 4IR as an evolution of technology, it is revolutionary in nature and has an edge of some aggression in its form and speed. According to the Gordon Institute of Business Science (2022), the founder of Microsoft, Bill Gates, thinks 4IR will not leave people behind and technology will provide ease of dealing with boring repetitive tasks that people do not like to do and these are the lower skill types of jobs. In a corrections environment, inmates are counted manually every day in the morning and evening, meals are cooked and served three times a day to each inmate. Moreover, teaching,

exercises, rehabilitation, and skills development are conducted physically by human correctional officials. Participants believe the corrections environment has an opportunity to make use organisational design in assisting corrections environment transition into the 4IR space resulting in some of the manual interventions being automated and managed through robotics or AI.

The world is at the cusp of a new reality which seeks to integrate the virtual world with the real world, and one such initiative is referred to as Metaverse. The research company, Gartner, predicts that such a world will exist by 2026, and a quarter of the working population will be working and studying on this platform (World Economic Forum, 2022). The speed of 4IR is such that predictions of 2022 have been overtaken by ChatGPT4 in 2023, which is seen as AI that is more interactive at human existence level (Openai, 2022). While organisational design is still adjusting to the basics of 4IR, Metaverse and ChatGPT4 will bring challenges and benefits never seen before and organisational design might need to play catch-up for the foreseeable future.

The SDG16.7 seeks to promote inclusive societies for sustainable communities and effective accountable institutions. The response to the question 21 of the questionnaire on inclusivity demonstrates that inclusivity in corrections is still at developmental stages. Literature on employee engagement and beliefs from participants on employee engagement confirm that inclusivity is an important aspect of effective institutions, in that employee engagement is said to have an impact on organisational effectiveness. Employee engagement requires inclusivity, transparency and sense of belonging and such can be achieved through consultations which is an aspect of SDG16.7.

The impact of COVID-19 on organisational design is understood through literature review as well as points raised by participants. Participants to the interviews express that organisational design has a bigger role to play in the development of an agile organisational structure that enables implementation of the current ways of working such as hybrid work and new technologies brought by 4IR. They give an example of jobs that could not be conducted in corrections during COVID-19, whose contribution was not missed and did not result in a negative impact on the performance of the department. These roles are mainly in administration. The participants emphasise that these roles have ceased to add value to the department and organisational design

should ensure that they are removed from the structure. The participants maintain that it is time for the department to embrace the 4IR, move to electronic platforms and stop paper driven processes. Their views are supported by the actions of the department that continues to improve its technological platforms with the intention to ensure that in future business as usual of the department is not negatively affected by pandemics such as COVID-19, as well as improve the corrections environment for the inmate and the official. theory (environment) is the bedrock of organisational design, organisational effectiveness and employee engagement. The observation is that the organisational environment influences the choice of models and elements that make a meaningful contribution. Also, the study observes that while there are elements that exist in literature and have a link with participants, this does not make these elements contribute to the corrections environment. Contribution to the corrections environment is determined through relevance and appropriateness, and all models have a gap on corrections-specific elements. There are models which the study finds to be most suited to the corrections environment such as the Burke Litwin Model in organisational design. However, these modes still lack in corrections-specific elements.

The study observes that organisational design is longitudinal in nature and this is demonstrated by resource allocation in form of budgets and the capacity of DCS in form of funded posts, inmate population, lock up capacity and other capacity which is continuous for the period of the study and beyond. One of the participants concurs with the longitudinal nature of organisational design and states that as long as corrections exists, the impact or organisational design on organisational effectiveness will continue to exist.

The 4IR is part of the Technology discipline and organisational design is seen as an important input to the implementation of the 4IR initiatives. The 4IR is seen as an enabler of organisational effectiveness based on the findings of primary and secondary data in that it provides for automation, standardisation and speed. Participants caution on automation for the sake of automation and believe organisational design must be used in enabling 4IR.

The study has an understanding that organisational design can contribute to the achievement of organisational effectiveness in a corrections environment, including

contribution to various strategies of the country and the department such as the SDG's 2030, the NDP Vision 2030, Africa Agenda 2063, the MTSF and the DCS Vision 2068.

CHAPTER SIX: FINDINGS RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION AND BACKGROUND

This chapter provides a comprehensive list of findings and recommendations of the study. These findings and recommendations are based on observations emanating from the literature review and participants. The intention make possible contributions to the corrections environment with respect to the impact of organisational design on organisational effectiveness in a corrections environment.

6.2 FINDINGS

The findings of the study are now discussed in the following subheadings:

6.2.1 There Is No Universal Model Of Organisational Design, Organisational Effectiveness Or Employee Engagement.

The study observed seven models of organisational design, seven models of organisational effectiveness and seven models of employee engagement. There is an understanding that the observed models do not constitute the entire universe of existing models of organisational design, organisational effectiveness and employee engagement. In the field of organisational design, there are emerging models termed change models by Maureen and Angela, and there is what is termed organisational design engineering by Alter, with the CIPD talking about three additional models not originally observed by the study. Not all models are integrated or contribute to the corrections environment. Table 5.14.2-1 in the previous chapter demonstrates that of the seven models analysed, the Burke Litwin Model contributes the most and the Ibitayo Model does not contribute.

6.2.2 Organisational Design And Organisational Effectiveness Models Have Their Own Elements That Are Different From One Model To Another.

Hypothesis one (H1) states that organisational design consists of elements that makes it complete as in a model. Hypothesis two (H2) states that organisational effectiveness consists of elements that makes it complete as in a model. The study makes a finding that confirms that organisational design and organisational effectiveness models contain a list of individual elements that makes them complete as in a model. These elements are diverse in nature, and are reflected in Table 5.4.1-1 for organisational design and Table 5.5.2-1 for organisational effectiveness. Not all elements are the same across models. There are elements that are common across all models. The common elements in organisational design are Purpose or Strategy, Structure, People, Environment, Processes and Compensation. The common elements for organisational effectiveness are Strategy or Head of institution or Goal attainment, Employee or People or Culture, Information systems, and Structure and Finance.

6.2.3 There Is Subjective Evidence Of The Impact Of Organisational Design On Organisational Effectiveness In A Corrections Environment.

Hypothesis five (H5) talks about the theoretical model of organisational design having an impact on the theoretical model of organisational effectiveness. The study comes across different models of organisational design and different models of organisational effectiveness. There are statements from the literature review and participants that organisational design has an impact on organisational effectiveness. Nevertheless, the study does not come across literature or statements from participants that state that a specific model of organisational design has an impact on a specific model of organisational effectiveness, for example, “the Burke Litwin Model, organisational design model has an impact on the McKinsey 7S model of organisational effectiveness”.

The finding is such that the effect of organisational design on organisational effectiveness does not result from theoretical models or direct relationship between theoretical models. It is a consequence of the impact of the outputs of organisational

design. This output is understood to be clarity of roles and responsibilities and ease of allocation of resources.

Hypothesis six (H6) states that the theoretical model of organisational design in a corrections environment has an impact on the theoretical model of organisational effectiveness in a corrections environment. However, the study does not make any finding relating to theoretical models of organisational design in a corrections environment or a theoretical model of organisational effectiveness in a corrections environment. This makes the findings on H6 inconclusive.

6.2.4 There Is Evidence Of Existence Of Common Elements Of Organisational Design And Organisational Effectiveness In A Corrections Environment.

Hypothesis three (H3) and hypothesis (H4) four relate to elements of organisational design and organisational effectiveness in the corrections environment being the same as those in a generic environment. The study finds that elements of organisational design and organisational effectiveness are the same as those in the corrections environment. However, they do not necessarily integrate with the corrections environment. Literature further confirms that there is no one size fits all for organisational design or organisational effectiveness.

Furthermore, organisational design does not consist of homogenous generally accepted principles or theories. Section 15.4.2 demonstrates that not all elements of different organisational design models are integrated into the corrections environment and only the Burke Litwin Model integrates and contributes to the corrections environment more than other discovered models. This model still falls short with respect to elements specific to the corrections environment.

6.2.5 There Is Strong Emphasis From Participants That Organisational Design Has An Impact On Organisational Effectiveness In A Corrections Environment.

The participants believe that organisational design can assist in better management of corrections. The complexity of the corrections environment, the need for safety, resource requirements needed to implement rehabilitation programmes, manage logistics associated with movement of inmates, process to provide meals, and admission and release in accordance with the ORP are some of the reasons for the emphasising that organisational design has an impact on organisational effectiveness in a corrections environment. The practical experience of shortage of officials in correctional centres and correctional officials having to play multiple roles makes the belief in organisational design stronger. The challenges experienced during COVID-19 and the impact thereof makes the participants believe that appropriate organisational design cannot only assist with allocation of resources that lead to organisational effectiveness; it can also mitigate against future pandemics similar to the recent COVID-19.

6.2.6 Both Primary And Secondary Data Reflect That Organisational Design Has An Impact On Employee Engagement.

Hypothesis seven (H7) states that organisational design has an impact on employee engagement. The study finds that employee engagement is a result of clarity of roles, allocation of resources and responsibilities, as well as communication. This is in addition to person specific social and psychological needs. This clarity creates an environment conducive for employee engagement, and the same clarity is required for organisational effectiveness. The impact of organisational design on employee engagement is not direct. It is a result of outputs of organisational design such as clarity of roles and responsibility and allocation of resources as stated before. These outputs are complete in their own right and may differ with different environments of different organisations. The roles and responsibilities of a correctional official during COVID-19 are materially different from those of pre COVID-19 in the sense that new directives issued to mitigate the risk of COVID-19 fundamentally influence the roles and responsibilities of officials, thus impacting on aspects of organisational design, organisational effectiveness and employee engagement.

6.2.7 Employee Engagement Has An Impact On Organisational Effectiveness.

Hypothesis eight (H8) states that employee engagement has an impact on organisational effectiveness. When employees have a sense of belonging, they are productive, participate in work-related activities, and are prepared to stay with an organisation longer and this is said to be employee engagement. Blanchard (2007) and Gallup (2022) assert that engaged employees are much more productive than those that are not engaged. Participants believe if employees are not engaged, they become criminals by association in that the corrections environment is a home to convicted criminals which may influence employees to unwillingly break policies. Moreover, there is understanding that employees make decisions that impact on the business and engaged employees are committed to their jobs, therefore, impacting on productivity and effectiveness of an organisation. In a corrections environment, which is high risk with respect to safety, participants emphasise that employee engagement is a necessity in that officials rehabilitate inmates and should be role models to inmates.

6.2.8 The Impact Of Organisational Design On Organisational Effectiveness Can Be Sustained.

There are opinions that the impact of organisational design on organisational effectiveness can be sustained with some participants stating that it can be sustained for at least three years and beyond. However, this is dependent on ongoing updates of organisational design in order to respond to the changing environment. Participants relate to organisational design through the structure which they believe ensures that there is sufficient officials to rehabilitate inmates. Furthermore, security requirements for the duration of existence of corrections confirms this longitudinal aspect. Changes in the corrections environment such as the move from the military approach to the rehabilitation approach, the requirements of new political leadership or new strategies requires that organisational design is said to be revisited at least once in every 60 months, in order to re-align the allocation of resources and redefine roles and responsibilities. One such event that necessitated updates is the DCS moving to Unit

Management, which is still in place at the time of the study. Both primary and secondary data show that the impact of organisational design on organisational effectiveness can be sustained for a prolonged period of time. Section 5.10 of the study elaborates on the longitudinal aspects of corrections such as budgeting, planning and reporting in periods of five, three years and one year, respectively. These confirm that the impact of organisational design on organisational effectiveness can be sustained.

6.2.9 Organisational Structure Is An Output Of Organisational Design

Outputs of organisational design are presented in a graphical or diagrammatic presentation that make up different forms of organisational structure. These diagrams represent, relationships, roles, accountability, communication and lines of authority. Organisational forms provide an understanding of where the focus of resources of an organisation are placed. The finding is that, organisational structures are not universal and work differently from one context to another and Robbins (1987), stated in Chapter 5.5.2 believes managers who understand their structure options and how they function perform better than their less informed counterparts do. The DCS organisational structure is according to geographic location and functions, with centralised reporting in Head Office. This is reflected in the High Level structure in section 5.10.5 of the previous chapter. The number of disciplines in DCS, the stakeholder requirements, the transversal aspects of DCS such as administration, as well as specialised functions such as corrections, psychologists, social workers and engineers make the organisational structure of DCS complex and challenging. The Unit Management aspects of DCS ensures that the correctional centres have the basic resources needed to run a correctional centre in a safe and humane manner.

6.2.10 Organisational Effectiveness Is About Efficient Utilisation Of Resources Such As Employees' Finances And Raw Materials To Meet An Organisation's Goals

Organisational effectiveness is about meeting the highest returns for the owners of goods and services, it is complex and multi-dimensional. Effectiveness means maximum use of resources without slack, and at the same time, being able to slack in response to ongoing changes in the environment. Organisational effectiveness dates back to the early 1700's from the days of Adam Smith and continues to this day and era of the 4IR. For the DCS, the most important resource is a budget that enables implementation of various programmes and initiatives. The DCS states as far back as 2018 that there is insufficient budgets, the structure that does not enable the DCS to deliver on its mandate, and there are insufficient skills to implement the rehabilitation programmes. These statements speak to resource utilisation and points to the fact that DCS is not operating effectively. This is evidenced by some challenges that continue to exist such as overcrowding and dilapidated facilities and insufficient resources in correctional centres.

6.2.11 There Is No Universal Model For Determining Organisational Effectiveness

The study does not come across a universal model for determining organisational effectiveness. The choice of effectiveness measures could be an indication of the preference of a person conducting the effectiveness measures. There is no neat coherently elegant universal model that specifies the actions an individual must take and association of those actions with the effectiveness measures.

6.2.12 Employee Engagement Is Said To Be A Trust Relationship Between The Employee And The Employer

Employee engagement is about the manner in which an employee applies their discretionary effort and willingness to stay with an organisation longer. It is about the degree to which an employee passionately commits to the strategic objectives of an organisation. Moreover, employee engagement is said to be essential in the

corrections environment due to the high-risk nature of the environment. Genuine care, open and honest communication are found to be key ingredients of a trust relationship.

6.2.13 Reasons For Organisational Design In Government Compare With The Reasons For Organisational Design In A Corrections Environment

Reasons for organisational design in government range from resolutions from Parliament, compliance with national strategies, DPISA directives, circulars, and cost containment, amongst others. All this is aimed at creating a well-oiled machinery of government that provides services for the common good of citizens. Reasons for organisational design in DCS are the same as for those of government. In addition, some of the challenges that precipitate organisational design are overcrowding and dilapidated facilities. The operations management framework of the DCS considers managerial line of sight, convoluted reporting channels, insufficient resources at correctional centre, shift patterns that are not aligned to deliver on services, and reliability of ICT infrastructure as reasons for organisational design in the corrections environment. The organisational design in corrections is to provide the best correctional services for a safer South Africa, and this best service is in pursuit of the common good for the country.

6.2.14 There Is Evidence That DCS Undertakes Organisational Design Initiatives

There is sufficient mention of elements of organisational design and organisational effectiveness by participants and through the DCS documents. The study can confirm that DCS undertakes organisational design initiatives. Furthermore, the DCS Operations Management Report provides insight into the context within which such organisational design is conducted. The primary participants confirm that strategic planning occurs and organisational design initiatives take place, with revisions of organisational structures being performed on an ongoing basis.

6.2.15 Not A Lot Is Known About The Performance Of The Public Sector Institutions

Public sector effectiveness and efficiency are key to public sector reforms, and effectiveness in the public sector refers to how well resources are used to accomplish goals, while efficiency relates to inputs in relation to outputs. Both effectiveness and efficiency are generally difficult to measure. The input-output model of effectiveness does not work in the public sector in that measures are subjective and sometimes abstract. Organisational effectiveness is found to be more than just inputs and outputs in support of the diverse nature of an organisation (not all parts of an organisation fit within the input output model, e.g. HR, Finance, Operations, factoring in slack).

6.2.16 There Is No Concrete Empirical Evidence That Outsourcing To The Private Sector As Part Of Organisational Design Results In Productivity And Effectiveness

The study does not discover sufficient evidence that the public sector is not efficient and outsourcing to private sector results in better service delivery. There are services that are contracted to the private sector and had to be brought back to the public sector. The DCS experienced this with the African Global Operations, whereby outsourced nutrition services had to be brought back to the DCS. In August 2023, Ground Up reports on several challenges faced by the Mangaung Prison in Bloemfontein, which is managed by a private multi national security company, 4GS. The allegations range from the escape of a convicted rapist and murderer, Thabo Bester, abuse and mistreatment of inmates, a series of riots by inmates and officials going on a wild strike resulting in the DCS placing the prison under administration and order restored after 10 months (Ground Up, 2023b) . Ground Up further reports that Kuthama Sinthumule another private prison managed by South African Custodial Services was torched by rioting prisoners who alleged that their grievances about ill treatment and conditions of the facility fell on deaf ears. Allegations included torture, insufficient food, being denied access to health services and or transfers to other prisons. This massive fire destroyed the prison resulting in the death of one person,

two injuries and transfer of more than 3 000 prisoners to another facility (Ground Up, 2023a)

6.2.17 Different Interest Of Various Role Players In Public Sector Leads To Diverse Definition Of Problems In The DCS

The stakeholder web of the public sector creates different areas of interests and this is worse in a corrections environment, which has stakeholders in most areas of society, business and government. Participants mention the impact of new leadership in corrections in that it takes away some of the resources to support the leader's interest such as reading for redemption. The JICS has a different interest from corrections, so does the DPSA, the National Treasury and Parliament. Included in problems to be solved by the DCS is ensuring that strategies for advancement of youth and women are included in the departments programmes as well as compliance with the Constitution of the Republic of South Africa, Act 108 of 1996, on human rights, compliance with legislation on education and health to name a few. This results in organisational design taking different directions, which are not aligned to the purpose of the organisation and may ultimately focus on the purpose of the organisation after an exhaustive process. This results in the loudest voice being heard, leading to the battle of the deaf (stakeholders talking to each other but not listening to each other) that ends up with organisational design initiatives that are not easily concluded as stated by the participants or are concluded in favour of those with the loudest voice. In corrections, the National Treasury has the loudest voice through allocation of budgets and resources need to be organised within National Treasury guidelines and allocated budgets.

6.2.18 Cost Cutting And Use Of Short-Term Resources Does Not Result In Efficiencies Or Cost Effectiveness In Government

The study, through the literature review, highlights that efficiency is reduced through cost cutting, including the use of short-term contractors, with DCS concerned about

continuous reduction of budgets (cost cutting) resulting in fewer posts to provide rehabilitation programmes. Section 5.10.6 highlights how budget reductions do not result in efficiencies or effectiveness. Resource inputs do not result in direct outputs in the public sector. The budgets do not necessarily equate to sufficiency of resources. The DCS is allocated an increasing budget every year from 2018, however, it continues to report that it functions with a reduced budget and insufficient resources at correctional centre. While the department achieves its Key Performance Indicators (KPI's), there is ongoing reporting that the DCS is not delivering on its mandate owing to reduced financial resources and an organisational structure that is not aligned to its mandate.

6.2.19 Development Of Public Sector Budgets Is Ineffective And Inefficient In Enabling Service Delivery

The study finds that development of public sector budgets is ineffective and inefficient as they are developed in a cameralistic way or a close replica of the previous year's budget. The study observes that the budgets for 2018/19, 2019/20 and 2020/21 are similar in value with marginal increases. There are challenges that the department faces such as dilapidated facilities and insufficient resources for rehabilitation. However, the budgets remain static and do not demonstrate sufficient movement to areas of focus such as rehabilitation. This is further impacted by democratic decision-making processes that seeks to address diverse stakeholders with diverse opinions. Strategies of Government require employment of youth and the disabled among others, the DCS needs to incorporate such requirements into existing budgets and this could be at the expense of other programmes that are already planned such as Rehabilitation.

6.2.20 The Allocation Of The DCS Budgets Does Not Reflect Alignment Of Resources With Organisational Design

The allocation of DCS budgets, per programme budget when used as a measure of organisational design, being a tool for allocation of resources reflects a materially different picture from the purpose of the DCS, which is rehabilitation. Table 5.10.6.2-1 demonstrates that during the three-year period, the department spent 59% of its total budget on Incarceration in comparison to 8% on Rehabilitation. This confirms that either allocation of budgets is not aligned to organisational design or organisational design is not utilised in the allocation of budgets in the DCS. The allocation of bigger budgets to Incarceration in comparison to Rehabilitation is observed for the duration of the study and beyond, which confirms that it is an intentional process by the DCS to allocate more resources for Incarceration.

6.2.21 Environmental Issues Are Important In Achieving Organisational Effectiveness In A Corrections Environment

Organisational theory is the bedrock of organisational design. The appropriate choice of organisational theory as stated in section 5.14.1 of the previous chapter is part of the process of ensuring corrections-specific organisational effectiveness is achieved. Environmental issues such as logistics, the state of facilities that are not designed for rehabilitation, dilapidated infrastructure, blocked drains, a structure that is not aligned to the mandate, insufficient rehabilitation officials and gangsterism are all important aspects in achieving organisational effectiveness in a corrections environment. Included in the environment of the DCS is all the strategic documents that guide the execution of corrections, from the Correctional Services Act 111 of 1998 as amended, the White Paper on Corrections (DCS, 2005), the five year strategies, the annual reports and the annual performance plans to name a few. These define the environmental issues that shape the corrections. Participants emphasise that change of leadership results in change of budget focus and when the leadership leaves the DCS, such focus is not followed through since each leader brings their own fresh focus. One participant viewed determination of average cost of incarcerating and rehabilitating an inmate as a measure of effectiveness in a corrections environment. The study confirms that , the entire environment of the DCS is part of the requirements for achieving organisational effectiveness.

6.2.22 Employee Engagement Is Essential In A Corrections Environment

Participants believe that employee engagement occurs when there is clarity of rules, communication and consultation with the employees. Employee engagement makes employees to be willing to go beyond their job descriptions to ensure their work is conducted in a manner that benefits both the employer and themselves. Employee participation as part of employee engagement is seen as a necessity in corrections with participants stating that initiatives such as unit management are areas where employees could have added value for smaller correctional centres which have different requirements from larger correctional centres. There are instances where the department has had disruptions that could have been avoided through employee engagement, and participants mentioned the OSD dispute as an example.

6.2.23 DCS Uses Technology To Improve Organisational Effectiveness And This Will Impact On The Training Of Officials On 4IR

The DCS has embraced the use of technology and continuously replaces legacy systems. This is in line with keeping up with developments in technology as well as improving organisational effectiveness. The aspirations of shaping the future of corrections go beyond the MTSF in that they are found in the DCS Vision 2068, which is a 50 year aspirational document which includes DCS using technology for efficiencies.

6.2.24 The 4IR Will Result In A Need To Reskill At Least 40% Of The DCS Working Population

The DCS has embraced technology as the key enabler to efficiencies in a corrections environment. This is evidenced by the Integrated Inmate Management System and Electronic Monitoring (tagging) System. The study finds that 40% of the working population will need to be re-skilled to engage with the world of 4IR and Africa needs

to reskill 230 million people. The study makes an inference that the DCS will need to reskill its officials, though proportions may differ from those of the general working population. Furthermore, the 4IR is seen as a tool for spurring growth and productivity, making provision of 4IR related skills equally important for inmates that will be released into a 4IR environment in future.

6.2.25 Organisational Design Must Be Future Proof And Be Able To Absorb Risks Associated With Environmental Challenges That Occur In The Future

According to the DCS participants, organisational design must be future proof, meaning that organisational design must be structured in a manner that mitigates future challenges. This may include flexibility of the structure and ability to reorganise in a short space of time to meet challenges head-on as they occur. The impact of COVID-19 is a good example of how certain functions at the DCS were overstretched with some functions not being required at all; yet the department had to continue with the same organisational structure. Participants see this approach as a lost opportunity in that the department could have made functions that were not needed during the pandemic period redundant.

6.2.26 The Impact Of Organisational Design Can Be Sustained For At Least Three To Five Years For Stability Ease Of Planning And Business Continuity

Participants believe the impact of organisational design can be sustained for at least three to five years with an outlier of ten years. Participants further believe that a review should be done at least once every five years to address ongoing environmental changes. This is in line with the PSR of the DPSA. Sustainability enables stability, ease of planning, execution of plans as well as business continuity. The corrections environment has an indefinite existence and the longitudinal aspects of organisational design provide comfort that the department can within this complex environment plan

for a long term. Furthermore, corrections has a 50 year plan that is supported by a five year plan that is aligned to the MTSF, the three year plan (MTEF) that is aligned to the MTSF and the Annual Performance Plans and these plans are ongoing in nature and need to be supported by organisational design.

6.2.27 Public Policy Problems Are Wicked And Cannot Be Fully Resolved, Resulting In A Good (No Escape) Or Bad (Escapes) Outcome

In its annual report of 2018/19, the DCS asserts that it has a vicious cycle of recurring problems such as overcrowding and dilapidated facilities that have been around for at least 50 years. This statement is in line with the finding that public policy problems cannot be fully resolved. The effectiveness of the public sector including that of DCS is further impacted by the Rashomon effect in that the context and content of truth depends on who first shared the information among the plethora of stakeholders. The number of stakeholders, if not managed appropriately, introduces bias, rhetoric and misconception on matters of organisational design and organisational effectiveness in a corrections environment, based on the Rashomon effect. Moreover, the JICS has a focus on the rights of inmates and if JICS has primary influence on the discussions of organisational design, the Rashomon effect impact will have a bias towards the rights of inmates at the expense of officials, who may be subjected insufficient resource-related matters. If such is led by the Chief Deputy Commissioner responsible for security, the Rashomon effect impact will be focused on security at the expense of other areas such as rehabilitation.

6.2.28 Organisational Design Has An Impact On The Achievement Of SDG And Mitigation Of Pandemics Such As The COVID-19

The study discovered that consultations conducted during organisational design create an environment which supports the achievement of SDG16.7 on consultations as well as the overall aspiration of a better world through better functioning organisations. Organisational design that includes mitigation of possible pandemics

as stated by participants enables organisations to be sustainable and helps in efforts aimed at creating better livelihoods for communities where these organisations are great place to work. This is in line with the aspirations of DCS which through the White Paper on Corrections (DCS, 2005) seeks to create an ideal correctional environment.

6.3 RECOMMENDATIONS

The following section provides recommendations for the findings described in section 6.2 above.

6.3.1 The DCS Must Develop Its Own Blue Print Models To Mitigate Against Many Models Of Organisational Design, Organisational Effectiveness Or Employee Engagement

Corrections environment must develop its own blue print: organisational design, organisational effectiveness and employee engagement models, considering that there is no universal model or organisational design, organisational effectiveness and employee engagement. It is recommended that the DCS must start with appointing a team of resources with technical skills in organisational design supported by resources that have depth of corrections knowledge. A project plan needs to be developed and aligned to DCS governance processes. This team must be tasked to develop a DCS specific philosophy with organisational theory, to guide the development of the blue print organisational design model for corrections. Other organisational design models already in existence and literature from scholars of organisational design can be used to obtain depth and breadth of understanding. The same should be conducted with organisational effectiveness and employee engagement. The draft blue prints must be used for consultations throughout the department and for concurrence with other departments such as DPSA, National Treasury and the DPME. The DCS must always consider its wide range of stakeholders and ensure such are consulted. Consultations need to factor that there is diverse knowledge of organisational design, organisational effectiveness and employee engagement. Therefore, guidelines and description of

terms to be used need to be provided beforehand. The final draft must be presented to the DCS leadership for approval. Once these are approved, they become the blue print models for all organisational design initiatives in the DCS. The constitution of the team must be multi-disciplinary to factor corrections, IT, Human Resources, Finance and all other disciplines present in corrections.

6.3.2 The Process Of Developing Blue Prints Must Include Development Of Elements That Are The DCS Specific To Mitigate Against The Use Of Elements From Models That Do Not Contribute To The Corrections Environment

The blue print models developed by the DCS should contain elements that are specific to the corrections environment considering that not all elements found in generic models are integrated with or contribute to the corrections environment as stated in section 5.14.2 of the previous chapter. The process to develop the DCS specific blue print models is described in 6.3.1 and will result in blue print models that have elements specific for the DCS environment. Developing the DCS specific elements, therefore, ensures that the impact of organisational design initiatives lead to organisational effectiveness that is aligned to the purpose of DCS.

6.3.3 Use Of Blueprints Of Organisational Design, Organisational Effectiveness And Employee Engagement Mitigates Against Subjectivity Of The Impact Of Organisational Design On Organisational Effectiveness

The study makes subjective finding of the impact of organisational design on organisational effectiveness. Use of blueprints of organisational design and organisational effectiveness provides the foundation and basics required for a stable and certain outcome that is consistent and linked to the purpose of the corrections environment. Arbitrary use of any organisational design or organisational effectiveness will only provide clarity of roles, responsibilities, allocation of resources, and may or may not lead to effectiveness in that such would not be supported by

elements that are specific to the corrections environment. The study observes that not all organisational design or organisational effectiveness models contribute to the corrections environments. The roles and responsibilities developed from any arbitrary organisational model cannot create the desired impact on organisational effectiveness. Use of any organisational effectiveness model will not contribute to achieving the purpose of the corrections environment. Section 5.15 describes how elements of organisational design integrate or contribute to the corrections environment.

6.3.4 Common Elements Of Organisational Design Can Be Used As Building Blocks To Developing Blueprints Of DCS Specific Elements

The DCS can make use of common elements of organisational design and organisational effectiveness as building blocks to developing blueprints of DCS specific elements. In the process of evaluating appropriateness of models and literature from scholars as stated in section 6.3.1, elements that are common across models and are integrated with corrections, can be selected for use as building blocks for DCS elements. This provides ease for comparison with other organisations, in that there is a likelihood that these elements will exist in other organisations. This approach provides ability to leverage on research and subject matter expertise that is specific to those elements. An example of such element is technology. Use common elements provides caution and assurance that elements selected have consideration for basics required for corrections and the systemic nature of organisational theory and organisational design. This avoids selection of common elements and other elements in an arbitrary manner resulting in a paper exercise and not yielding the desired results.

6.3.5 Establishment Of A Team Who Understands Organisational Design To Work On Blueprints As Well As Skilling Of Other Employees Can Improve The Quality Of Organisational Design Initiatives In The Corrections Environment

The DCS can establish a team of employees within the MMS and SMS levels, who understand organisational design and organisational effectiveness. These employees can be assigned to develop blueprints stated above resulting in DCS-specific organisational design and organisational effectiveness blue print models as well as development of content to train the rest of the DCS. This ensures that there is common understanding of organisational design elevating organisational design and organisational effectiveness to a point, where there is depth of knowledge and common understanding of these variables.. This elevation is conducted through enabling the team to impart their skills through meetings, workshops and one on one engagements to the rest of the department, therefore, improving the quality of organisational design engagements leading to a better prospect of achieving the purpose of corrections.

6.3.6 Development Of Blueprints Of Organisational Design And Organisational Effectiveness Need To Integrate With The Blueprint Of Employee Engagement Model To Benefit From The Impact Of Organisational Design On Employee Engagement

The blueprints of organisational design and organisational effectiveness developed in section 6.3.1 need to integrate with the blueprint of employee engagement model designed for the corrections environment. A blueprint of employee engagement model for the corrections environment with its elements should be developed at the same time as developing the blueprint for organisational design and organisational effectiveness. This ensures that elements that support employee engagement are identified and captured at the inception of development of the models. In a situation whereby a sense of belonging is selected as an element of employee engagement i based on a number of factors including alignment with the aspirations of the White Paper on Corrections. The link to organisational design can be through selection of elements that provide for sense of belonging such an example could be teamwork, making the impact of organisational design on employee engagement appropriate. This ensures that the impact of organisational design on employee engagement is integrated in a manner that contributes positively to the corrections environment.

Organisational design can be used to ensure that roles, responsibilities and resources are defined in a manner that provides the required employee engagement for a corrections environment.

6.3.7 Organisational Design Must Ensure Elements Selected For Blue Print Models Enables Employees To Make Choices That Resonate With Their Value System And Lead To Organisational Effectiveness

Employee engagement in organisational design is about creating an environment where employees can make choices that mutually benefit the employee and the organisation. In developing elements that are corrections-specific and are aligned to the organisational theory and philosophy of corrections, employees can cognitively process what they need to do and how such brings resonance to their value system and delivering to the benefit of the DCS. The example of sense of belonging stated in section 6.3.6, above is a good example. The DCS delivers its programmes through officials and needs to include employee engagement as one of the strategies to achieve the aspirations of the White Paper on Corrections, with respect to an ideal correctional official.

6.3.8 Blueprinting And Integration Of Organisational Design Initiatives Enable Sustainability Of The Impact Of Organisational Design On Organisational Effectiveness

The blueprinting of organisational design, organisational effectiveness and employee engagement means that such can be used for an indefinite period of time, such could be one year, 20 years or more. Organisational design is integrated into the strategic planning and reporting of the department to address changes that result from strategic decisions of the environment, therefore, enables sustainability of the impact of organisational design on organisational effectiveness. This results in future proofing organisational design through a stable approach that has flexibility built into it to manage future challenges such as the COVID-19 pandemic. The design can allow for stand-by employees, reserve employees or rotational employees or address that can

be called in when required. The result is informed by the outputs of the organisational design.

6.3.9 The DCS Needs To Develop A Blue Print Organisational Structure Form That Is Specific To Corrections Environment

Roles and responsibilities emanating from organisational design are reflected in a diagram called organisational structure. There are many forms of organisational structures as described in section 2.8 of the second chapter. The DCS needs to develop a blueprint organisational structure form that is specific for corrections. This should integrate with the blueprint organisational theory, organisational design, organisational effectiveness models and employee engagement models. The blue print organisational structure becomes the road map that guides the DCS on how many officials must be employed at what level for what purpose and how they report to each other this should include roles, responsibilities and communication lines. Use of the process described in section 6.3.1 ensures that the organisational structure is developed through organisational design approach that is specific to corrections and has an impact on organisational effectiveness of the corrections environment.

6.3.10 Development Of A Blueprint Organisational Effectiveness Model Can Assist The DCS Understand Which Resources Contribute To Corrections And The Level Of Contribution

The DCS needs to develop a blue print of organisational effectiveness model to guide the department in understanding which resource contributes at what level to the corrections environment. Programme, Administration and disciplines of Human Resources, Finance, Facilities and IT, which are also sub programmes of Administration are seen by the DCS as enablers of efficient utilisation of resources.. The most referred to resource in corrections is budgets. Analysis and ongoing monitoring of how allocation of resources is structured must be conducted in a manner that meets the ongoing requirements of utilisation of resources. These blueprints

provide the required basics, structure, context of allocation and utilisation of resources. This must be an ongoing process through organisational design in order to meet the fluctuating needs resulting from a changing environment. Ongoing allocation of resources is implemented to address gaps and shifts that may take place from time to time and not necessarily to redesign the blue prints.

6.3.11 The DCS Must Develop A DCS-Specific Organisational Effectiveness Model That Has Elements That Are Integrated And Contribute To The Corrections Environment

The corrections environment will achieve better results in developing an organisational effectiveness model suitable for its own environments to suit its organisational theory and philosophy. This process is described in section 6.3.1. Chapter 5.14.3 demonstrates that not all organisational effectiveness models have elements that integrate or contribute to the corrections environment. The models whose elements integrate or contribute to the corrections environment do not have corrections-specific elements. Adoption of other models within the public sector may not result in the desired effectiveness as demonstrated by section 5.14.3.3 in that not all elements of organisational effectiveness models are integrated or contribute to the environment.

6.3.12 The DCS Must Define An Employee Engagement Model Specific To Corrections That Will Enable A Trust Relationship Between The Employee And The Employer

Defining a blueprint of employee engagement for corrections provides clarity of work that needs to be done resulting in certainty needed for a trust relationship to exist. Corrections as a high-risk environment functions through trust among employees and management. Employee engagement models and implementation thereof is part of creation of a mutually beneficial work environment especially when developed through organisational design methods that include consultation. This trust relationship leads to engaged employees that positively influence organisational effectiveness.

6.3.13 Elements Chosen For Organisational Design Must Be DCS-Specific Regardless Of Reasons For Organisational Design Being Comparable To That Of Government

The DCS must ensure that the elements chosen for the models and the outcomes of organisational design in form of roles, responsibilities and resources are DCS-specific and lead to achievement of the purpose of DCS. In the process of developing blueprints mentioned in section 6.3.1 as well as ongoing updates of organisational structures, the DCS needs to realise that having the same reasons for organisational design as government does not mean the organisational theory, organisational design model, organisational effectiveness model and employee engagement will be the same as any other government department. Not all reasons for organisational design in government need to be included in the organisational design initiatives of the corrections environment. An increase in the number of citizens getting psychological and social services has no direct impact on the corrections environment in that all inmates need to be provided with psychological and social services due to the reasons that made them end up in a correctional facility. There could be diverse reasons that are relevant in corrections but are not core to corrections, such an example will be the need for housing for all, and this can be included into organisational design after the basic needs of corrections have been met. The basic needs of corrections are stated as challenges of the corrections environment such as overcrowding, dilapidated facilities and sufficient officials to provide rehabilitation initiatives.

6.3.14 The DCS Undertakes Organisational Design Initiatives Through Use Of DPSA Guidelines

Organisational design in the DCS is primarily driven by the organisational design guide and framework toolkit, directives and circulars from the DPSA. These provide guidelines on how organisational design must be undertaken by government departments. Engaging in organisational design initiatives can be improved through development of blueprints and making use of the approach described in section 6.3.1,

which makes use of blueprints. This approach provides a stable baseline and a robust process in defining appropriate elements and designing organisational structures in a manner that ensures DCS-specific organisational effectiveness.

6.3.15 Elements Of Organisational Design Can Be Defined In A Manner That Creates Understanding Of Performance In A Corrections Environment

The blueprint model of organisational effectiveness developed by the DCS can assist in creating a link of performance of the department with elements of organisational effectiveness. The elements of organisational effectiveness must be validated for alignment with the key performance indicators for the DCS. The DCS can track this performance over a period resulting in the ability to do statistical analysis as well as having sufficient information to assist with understanding of areas that need improvement. This can add value especially if selected models have elements that integrate with and contribute to the corrections environment.

6.3.16 Organisational Design Needs To Include Core And Flexible Aspect Of The Structures To Mitigate Against Changes In The Environment And Provide Clarity For Outsourced Functions

Organisational design initiatives need to include a core structure and a flexible aspect of the structure that can be used as and when appropriate to mitigate changes in the environment. The flexible aspect of the structure can be for specialised areas of DCS such as facilities, psychologists, social workers, and medical doctors factoring that such disciplines also exist in other government departments. These flexible resources of the structure can be used as appropriate, reducing the need to resort to private sector with the hope of a better performance. In circumstances where the private sector is used, the DCS must make use of the flexible aspect of the structure framework to engage the private sector through predetermined objectives, in addition, DCS must back up assumptions made about the efficiencies of the private sector with objective data and case studies.

6.3.17 Blueprint Of Organisational Design Can Be Used As Information And Knowledge To Consult With Different Role Players And Obtain Buy In Early In The Organisational Design Process

The blueprint of organisational design provides the basic knowledge to be used to consult resulting in robust consultations with various role players on the organisational design in the corrections environment resulting in robust consultations and buy in early in the process. It provides clarity of models, elements, integration with the corrections environment and contribution thereof, resulting in other role players being able to understand where and how they fit in and how the diverse nature of problems are addressed. This process means the DCS is owning its narrative and providing clarity of its challenges such as overcrowding, dilapidated facilities and convoluted reporting lines and how they are resolved through organisational design. Part of developing the blueprints stated in section 6.3.1 includes consultations with the diverse stakeholders to develop areas of common interest and how diverse interests can be managed. The plethora of stakeholders means the DCS must own its communication strategies and stakeholder relations and DCS must be the first to release and engage on such communication in order to create the desired Rashomon effect.

6.3.18 Cost Cutting And The Use Of Short-Term Resources Should Consider The Requirements Of The Blueprint Models And Should Not Be At The Expense Of Providing Basic Services Required To Achieve The Purpose Of Corrections

Cost cutting and use of short-term (less than 12 months working period) resources should also factor the requirements of the blue print models and ensure that cost cutting is not at the expense of providing the basic services required for achieving the purpose of corrections. The use of blueprints designed in section 6.3.1 can assist in defining roles and responsibilities, including budgets required for short and long-term resources that are used to conduct activities defined through organisational design. The DCS has since 2018/19 stated that the reduction of budgets continue to impact

on their ability to deliver on its mandate. This means that relying on cost cutting or use of short-term (working period of 12 months or less) resources to achieve organisational effectiveness is not necessarily a sustainable approach. Therefore, the DCS needs to anchor on its key capabilities built over decades and realise that not all outsourcing or cost cutting will result in an effective corrections.

6.3.19 Use Of Organisational Design Blueprints To Guide Development Of Budgets Can Improve The Effectiveness Of Public Sector Budgets And Enable Better Service Delivery

The blueprints stated in section 6.3.1 can be utilised for budgeting through use of organisational design which clarifies resources. This can be structured such that areas of challenges such as rehabilitation, overcrowding, shift patterns and dilapidated facilities get sufficient budgets to overcome these ongoing challenges. The purpose of the DCS is to provide humane incarceration services for a safer South Africa. The DCS has since 2018/19 stated that it has insufficient budget to deliver on its mandate with the challenge of overcrowding being in existence for at least 50 years and is still in existence. The DCS budgets remain focused on incarceration after the move to rehabilitation in 2005, and section 5.10.6 shows that there is no change in allocation of budgets within the three years of the study. The approach on organisational design stated in section 6.3.1 can augment resource allocation and this can be included in the broader planning processes that determines all resource requirements including logistics, infrastructure and officials resulting in an effective allocation of budgets that addresses challenges of the corrections environment.

6.3.20 The DCS Must Work With Zero-Based Budgeting Ensuring The Allocation Of Budgets Support The Challenges And The Purpose Of The Department

Starting the budgeting process from Zero-based budgeting creates an equal opportunity for all programme budgets to receive equitable allocation. The blueprints

provide for organisational design, organisational effectiveness models which ideally validate what is required to fix dilapidated facilities, and address overcrowding and other challenges. The department then starts with a new budget for all the programmes based on the outcomes of the blueprints. This will reset the budgets reflected in section 5.10.6.2-1 and will shift the focus to rehabilitation. This approach will ensure the allocation of budgets as a measure of allocation of resources is aligned to the organisational design requirements and the purpose of DCS..

6.3.21 Blueprinting Of Organisational Design, Organisational Effectiveness And Employee Engagement Results In The Systemic And Better Management Of Issues Of Organisational Environment

The blueprinting of organisational design, organisational effectiveness and employee engagement results in the systemic management of the DCS organisational environment, resulting in a better approach to achieving organisational effectiveness. The DCS's internal environment consists of officials, inmates, infrastructure, visitors to inmates and various stakeholders with different interest. Additional challenges to the DCS environment are issues emanating from the external environment such as technology, parliamentary requirements, National Treasury regulations and DPSA circulars and directives. The blueprint provides a baseline within which the DCS can protect and build onto in addressing the changing needs emanating from the environment The blueprint is developed through a consultative process ensuring that internal and external environmental issues described above are integrated into the organisational design requirements.

6.3.22 Employee Engagement Through Use Of Roles And Responsibilities Developed Through Organisational Design Creates Trust And Enables Officials To Use Their Discretion To Apply Policy In A Consistent Manner

Employee engagement through the use of roles and responsibilities developed through organisational design creates trust required for officials to apply their

discretionary effort in complying with the policies of the department in a consistent manner. The blueprint of employee engagement designed through the approach described in section 6.3.1 above must have elements that enable employees to identify with the department as well as support the aspirations of the ideal correctional official as stated in the White Paper on Corrections. The DCS needs to elevate employee engagement and include initiatives such as team building, employee wellness initiatives and official sports activities. Some of these activities are already provided by the department to support employee engagement.

6.3.23 The DCS Must Invest In Appropriate Technology For Employees Including Training In Order To Support The Strategy Of Using Technology To Improve Organisational Effectiveness

The position taken by the DCS to embrace technology for efficiencies and organisational effectiveness means the department must invest in appropriate technology and training of employees. The fast changing nature of technology creates a challenge that such investments and training need to find space in a DCS budget that is forever a challenge. This can be achieved by developing a zero-based budget. As stated earlier, this approach will decouple the department from static budget observed by the study. During developments of the blueprint, elements that cover technology and aspects of 4IR must be integrated into the elements of organisational design model and organisational effectiveness model to obtain full impact of efficiencies provided by technologies. The DCS must prioritise budgets for technology seeing that its aspirations are supported by modernisation.

6.3.24 The DCS Needs To Reskill Most Of Its Working Population To Transition With The Rest Of The World Into The 4IR Space

The DCS has to reskill most of its employees to transition with the rest of the world into the 4IR space. The speed and ease of which technology is permeating into ordinary people's lives means that being left behind may result in the DCS systems

and employees being irrelevant to the society and the country. While factors such as budgets from the fiscus are a challenge, the DCS can look at other methods to provide access to technology and training employees on technology and this is not limited to donations, partnerships with technology companies and collaboration across the government institutions such as the CSIR and State Information Technology Agency. Such partnerships should include technology and skills transfer at all levels of the department including administrators. The DCS needs to increase its training capacity and capability on technology to provide several initiatives such as monitoring, education and patrols in a safe and effective manner. The engagements with technology strategic partners must be ongoing to ensure all employees get the latest or appropriate technology as it evolves, factoring the unique environment of DCS.

6.3.25 The DCS Must Design Organisational Structures With Enough Agility And Resources That Can Be Modified With Ease To Respond To The Immediate Changes In The Environment

Future proofing means that the structure of the DCS and resources are defined with enough agility and can be modified with ease to respond to the immediate changes in the environment. The process of ensuring that organisational design results in flexible organisational structure detailed in section 6.3.16. During annual planning processes, the DCS can review the organisational designs to ensure the flexible elements of the structure are still valid and if they need adjustments. These adjustments include adding newly identified functions or removing functions that are no more required. Organisational design can be supported by scenario planning similar to that of the South African national scenario planning. Such may factor functions that will not change but result in a change in roles and responsibilities or resources. A typical example of including scenario planning as part of future proofing corrections is that for the last 100 years, the DCS has been incarcerating inmates. However, the manner in which these inmates are incarcerated changed from the military corporal punishment approach to rehabilitation and social re-integration approach.

6.3.26 The Sustainability Of Organisational Design Over Three To Five Years Can Be Used As Part Of Planning To Deliver On The MTEF And Other Strategies Of The DCS And Government

Organisational design's impact that can be sustained for three to five years can be integrated into the planning and strategies of the DCS. It can be used as an advantage to deliver on the MTEF of Government and other long-term strategies such as the NDP vision 2030, the DCS Vision 2068 and the Africa Agenda 2063. This nature of sustainability assists in providing a stable platform for implementing the programmes of the DCS with emphasis on the programmes that have been a challenge to the department such as overcrowding and dilapidated facilities. The blueprinting aspects mentioned in section 6.3.1 and the flexile aspects mentioned in 6.3.17 provide for an organisational design interventions that are sustainable, or developed to last for a period of three years supporting the MTEF and five years supporting the MTSF.

6.3.27 The DCS Must Define Minimum Acceptable Standards For Overcrowding, Dilapidated Facilities And Other Problems Factoring That Some Problems May Never Be Fully Resolved

The DCS must define minimum acceptable standards for recurring problems such as overcrowding, dilapidated facilities and availability of officials to implement rehabilitation programmes, knowing that such problems will never be fully resolved. Furthermore, the DCS must then have strategies to mitigate against these problems exceeding the required minimum standards and these should not exclude use of temporary accommodation such as containers or prefabricated structures within an electronically monitored perimeter. Such could be supported with sustainable infrastructure such as solar and water harvesting or borehole water. This approach does not fully resolve the overcrowding problem but results in maintenance of minimum standards and an environment suitable for implementing rehabilitation programmes. Being in existence over 100 years means that some problems of DCS may be cyclical needing short-term interventions as they occur and the DCS organisational design must factor this. Problems that are cyclical are the Easter and

December holiday periods where inmates have to be locked up as the chances of escaping are much higher than other normal times.

6.3.28 Organizational Design Can Be Used As A Tool To Achieve Aspirations Of The SDGs As Well As Prepare For Pandemics Such As COVID-19

Organisational design can be used as a tool, to have effective organisations that can withstand pandemics and assist with the implementation of consultations in organisations. SDGs and scenario planning on pandemics must be included as part of organisational theory or environmental analysis. Components that support SDGs and pandemics must be highlighted and protected as part of the blueprint of organisational design. This will result in organisations that are effective in a sustainable manner and also support the aspirations of the SDGs.

6.4 SUMMARY OF THE STUDY

The study on understanding the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment. The first chapter contextualises the study and consists of the introduction and background, research questions and the hypotheses. The research problem seeks to understand the impact of organisational design on organisational effectiveness in a corrections environment. This is supported by nine research questions and nine hypotheses. These are aimed at providing the context for the research with respect to research philosophy, research problem, significance of the study, delimitations of the study and research contribution. The organisational design is the independent variable and the organisational effectiveness is the dependant variable the employee engagement is the secondary and the organisational theory is the confounding variable.

The second chapter presents literature review of historical philosophical and theoretical approach to organisational design, organisational effectiveness and employee engagement. Included in this chapter is organisational theory and history of organisational theory, organisational design models, organisational effectiveness

models, organisational structure forms and employee engagement. This chapter provides the content and context of literature review used to understand organisational design, organisational effectiveness and employee engagement from a generic perspective. It answers the research questions one and two and hypothesis one and two, as well as provide a foundational information required for understanding the field of organisational design.

Chapter Three provides an understanding of the corrections environment. The study is conducted in the corrections environment with the intent to contribute to the body of knowledge required for effective corrections. The chapter highlights legislation that makes up the corrections environment and goes further to describe the DCS operating landscape, governance structures of the department, the role of Parliament, the role of SCOPA, the role of the DPSA and the role of National Treasury in corrections. Included in this chapter are reasons for organisational design in government, in the DCS, including approach and methodology to organisational design in government and in DCS.

Chapter Four described the research methodology which entails the research strategy and research design. The research is a positivist approach for primary data with a phenomenological approach for secondary data, it is a mixed method, exploratory, explanatory and sequential design. The study is an embedded design with literature review is included as and when appropriate. Chapter four also includes the research plan, the research journey map, the research universe and sampling methods. This chapter goes further to describe data collection methods, questionnaire development including opinions on the dependability of the study, the validity, reliability and data analysis. The chapter concludes with management of data and ethical considerations.

Chapter Five provides discussions and analysis of the study on the impact of organisational design on organisational effectiveness and employee engagement in a corrections environment. It provides opinions, insights and explanations observed through the study on organisational design, organisational effectiveness, employee engagement and organisational theory that provides an understanding of models and elements thereof.

The initial analysis based on understanding contents and contexts observed from literature review for appropriate disciplines and theories, primary data in form of

interviews from participants and then from the documents of DCS. There is further analysis on, on of organisational design, organisational theory, organisational effectiveness and employee engagement in a generic environment and the corrections environment. The study looks at longitudinal aspects of the impact of organisational design on organisational effectiveness. Included in the analysis is the impact and contribution of the 4IR, SDG's and COVID-19.

Chapter six presents of the summary findings and recommendations. The 28 findings are based on the observations from the study and are based on the hypotheses, the research questions and secondary data. The recommendations provide possible solutions to address the challenges identified through the findings.

6.5 CONCLUSION

There is no universal model of organisational design and organisational effectiveness. There was an initial perception that organisational design and organisational effectiveness models could be universal as that of a car or water elements (H₂O). Literature identifies seven models of organisational design and organisational effectiveness; participants identify elements that emanate from any of the models and the study locates some elements in the DCS documents. Furthermore, one participant asserts that one model is insufficient to design an effective organisation, demonstrating that there is an understanding of more than one organisational design model amongst the participants.

Organisational theory is observed to be the confounding variable and overarching discipline of organisational design and organisational effectiveness. The disciplines that interplay in organisational design are identified as Strategy, Finance, Operations Management, Human Resources Management, Psychology, Project Management, Technology and Facilities. These disciplines are found within the context of organisational theory. Furthermore, these disciplines confirm that organisational design and organisational effectiveness are multi-disciplinary in nature. The scope of the study does not include analysis of the disciplines involved in organisational design and organisational effectiveness.

There is sufficient discourse reflecting that organisational design has an impact on organisational effectiveness and employee engagement. The common thread between participants and literature review is that organisational design provides for clarity on how resources must be utilised in support of strategic objectives (purpose of an organisation) and also ensures clarity of roles, responsibilities, reporting lines, communication lines, budgets and rewards to name a few. Scholars such as Hauswirth (2006), Robertson et al. (2002) and Robbins (1987) confirm that organisations are of relevance if they have a link with organisational effectiveness. There are statements in the literature and from participants that organisational design does not always lead to organisational effectiveness.

There is substantive literature that acknowledges that organisational design leads to an organisation that is effective. However, the study does not come across any literature that provides for empirical evidence to demonstrate this. The study does not come across literature that states that if an organisation is designed through use of a particular model, with specific elements there will be a certain percentage or ratio of effectiveness on particular elements.

Employee engagement is regarded as important in all organisations and corrections rely on officials to implement programmes and ensure that the country is safe. There is recognition that human beings have discretionary effort which impacts on corrections. Close to 60% (59%) of the budget in corrections is utilised on compensation of employees. However, the documents of DCS are silent on how value is extracted from employees in the form of employee engagement, in support of this expenditure.

There is support for use of 4IR in literature review as well as participants who suggest that the department should enhance its use of technology in line with the 4IR to reduce the risk to employees being in direct contact with inmates. The DCS has positioned itself in the short, medium and long term for extracting benefits from technology and 4IR. This is evidenced through statements such as Integrated Inmate Management System, and Electronic Tagging, including comments that the department intends to use technology to ensure future pandemics do not disturb its business as usual.

Participants confirm that organisational design is an important tool for managing the COVID-19 pandemic and organisational design should be used to future proof organisations from pandemics and other challenges organisations may face.

The study demonstrates that organisational design in a corrections environment has the potential to add value to the following:

- Organisational effectiveness;
- Employee engagement;
- Better allocation of resources including budgets in support of the ORP;
- Mitigation of the high-risk environment and achievement of mandates;
- Better management of logistics;
- Seamless integration with technology including 4IR;
- Contributing to the SDG goals through consultations and employee engagement; and
- Better implementation of governance and risk management including pandemics; and
- Contribution to the achievement of many strategic goals such as the NDP vision 2030, the Africa Agenda 2063 the SDGs as well as requirements of the DPSA, National Treasury and Parliament.

The participants provide valuable inputs and some of the value-add statements provided by participants are as follows:

- Participant number one, states that *“within the space of corrections, clients (inmates) are not from Sunday school, they are convicted criminals;”*
- Participant number 12 states that *“Organisational effectiveness is the capacity of an organisation to deliver effectively on its mandate;”*
- Participant number five states that *“the role of infrastructure and logistics in a corrections environment can-not be overemphasised;”* and
- Participant number six states that *“there is direct link between organisational design and performance, as well as poorly designed organisations and poor performance”* and further maintains that *“taking care of offenders is a massive responsibility that needs partnering with community.”*

The literature review and participants concur that the high risk and hands-on nature with regard to the corrections environment is such that organisational design, organisational effectiveness and employee engagement are critical aspects in the management of effective corrections.

Organisations, including corrections, remain in existence for indefinite periods of time. The DCS has been in existence for more than 100 years and it makes sense for

organisational design, organisational effectiveness and employee engagement to be an ongoing (changing) initiative throughout the life of an organisation factoring ongoing environmental changes. Therefore, the impact of organisational design is longitudinal in nature. This is supported by statements of participant number one who confirms that the DHA has been in transformation over many years. Organisational design, therefore, is a process and not an event.

There is substantive evidence that organisational design can add value to the corrections environment, through allocation of resources which contributes to organisational effectiveness and employee engagement. The study observes that the diverse nature of models and their elements means that not all elements of organisational design and organisational effectiveness models are integrated with the corrections environment or contribute to the corrections environment. It is, therefore, a requirement that the DCS develops its own blueprint models together with elements of organisational design, organisational effectiveness and employee engagement in order to better achieve the purpose of corrections. The study has a potential to assist in the achievement of the spirit of the Correctional Services Act 111 of 1998 as amended, the White Paper on Corrections and requirements of stakeholders.

There is material data showing that organisational design is an independent variable, which influences the outcomes of organisational effectiveness, which is a dependant variable. Employee engagement as a secondary variable is influenced by the outcomes of organisational design which influence the behaviour of employees who then have an impact on organisational effectiveness. The confounding variable, organisational theory is capable of materially changing the independent variable, dependent variable and secondary variable. It is, therefore, the determining factor of all the variables. Organisational design has an impact on organisational effectiveness and employee engagement. However, such is determined through a number of environment specific issues. The complexity of the corrections environment requires a robust approach to organisational design to realise its impact on organisational effectiveness and employee engagement.

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Interviews with participants

Participant number one , 2022, WhatsApp call interview, 3 February

Participant number two, 2022, WhatsApp call interview,9 February

Participant number three, 2022, WhatsApp call interviews, 9 February

Participant number four, 2022, WhatsApp call interviews, 9 February

Participant number five, 2022, Face to Face interview, 10 February

Participant number six, 2022, WhatsApp call interview, 11 February

Participant number seven, 2022, WhatsApp call interview, 11 February

Participant number eight, 2022, WhatsApp call interview, 19 February

Participant number nine, 2022, WhatsApp call interview, 15 February

Participant number 10, 2022, WhatsApp call interview, 18 February

Participant number 11, 2022, WhatsApp call interview, 15 February

Participant number 12, 2022, Face to face interview, 18 February

Participant number 13, 2022, WhatsApp call interview, 19 February

ANNEXURE A: UNISA ETHICAL CLEARANCE



UNISA 2020 ETHICS REVIEW COMMITTEE

Date: 2020:10:02

Dear Thokozile Marah

ERC Reference No. : ST105-2020

Name : T Marah

Decision: Ethics Approval from 2020:10:02 to 2023:10:02

Researcher: Ms Thokozile Marah

Supervisor: Prof WFM Luyt

Understanding the Impact of Organisational Design on Organisational Effectiveness in a Corrections Environment

Qualification: PhD Corrections Management

Thank you for the application for research ethics clearance by the Unisa 2020 Ethics Review Committee for the above mentioned research. Ethics approval is granted for 3 years.

*The **Low risk application** was **reviewed** by the CLAW Ethics Review Committee on 2 October 2020 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.*

The proposed research may now commence with the provisions 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. Provisional authorisation is granted.**



University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

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 should be communicated in writing to the CLAW Committee.
4. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
5. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
6. 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. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
7. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
8. No field work activities may continue after the expiry date **2023:10:02**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number ST 105-2020 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,



Prof T Budhram
Chair of CLAW ERC
E-mail: budhrt@unisa.ac.za
Tel: (012) 433-9462



Prof M Basdeo
Executive Dean : CLAW
E-mail: MBasdeo@unisa.ac.za
Tel: (012) 429-8603

ANNEXURE B: UNISA COVID-19 STATEMENT



Prof T Meyiwa
P. O. Box 392, UNISA, 0003
TELE: +27 (0) 12 429 2851
EMAIL: meyiwt@unisa.ac.za

TO: ALL RESEACHERS

DATE: 09 April 2020

SUBJECT: UNIVERSITY OF SOUTH AFRICA COVID-19 POSITION STATEMENT ON RESEARCH ETHICS

Dear Colleagues

On 15 March 2020 President Cyril Ramaphosa addressed the nation to declare a state of national disaster, following an increase in confirmed cases of COVID-19. The evolving COVID-19 pandemic requires that research is adapted on an ongoing basis to the dynamic situation.

A responsible approach to human participant, community engaged, animal, environmental, molecular and cell research is required in the context of COVID-19. Unisa supports the continuation of research activities, where possible, guided by the following principles and activities supported by the Policy on Research Ethics:

Protection of the participant, the community, and the researcher(s) and research support staff from any risks of harm while conducting research through the implementation of clear pragmatic risk mitigation measures.

Researchers must assess the risk - benefit ratio of a research study, particularly research that requires face-to-face contact, and the collection of data in public spaces or in locations where social distancing cannot be practiced.

The respect for the participant's rights for self-determination should always be carefully considered, for example the right to decline participation or to withdraw or collectively exploring alternative ways of participation.

In the interest of participants and researchers, the consensus is that new face-to-face or studies with an inherent risk to participants and/or researchers should not be embarked upon for the duration of the lockdown period.

Although this sounds like a blanket statement, registered Unisa Health Research Ethics Review Committees would be willing to consider well-motivated applications as exceptions only. The researcher needs to provide an accompanying letter with a detailed rationale for why this research study needs to be enacted during this time.

Unisa Ethics Review Committees (ERCs) will continue to accept and review research ethics applications but will clearly indicate where the ERC does NOT wish this study to commence with immediate effect in accordance with the lockdown regulations.

No research involving face-to-face contact or research studies involving settings where it is difficult to institute social distancing or practice protective measures may continue without formal notification and approval by the ERC that granted the approval in consultation with one of Unisa's registered Health ERCs/RECs.

Where or when it is unavoidable to reduce, suspend or postpone research activities, the onus is on the principal researcher to notify the ERC that approved the research study and to provide a rationale why the research needs to continue.

The ERC must inform the Unisa Research Ethics Review Committee (URERC) of all ongoing studies that may pose a risk of harm relating to the Covid-19 pandemic. National instituted protective measures such as hand hygiene, cough etiquette, and social distancing should be implemented, and monitored at sites where these studies will continue.

Research for degree purposes: The College of Graduate Studies and the Heads: Graduate Studies and Research will negotiate processes to mitigate the possible negative fallout to student progress (both new research and research that is in progress). The COVID-19 outbreak and its ramifications are difficult to measure or predict, but the suggested time frame for this position statement to be enacted is not less than the lockdown period.

Staff, researchers and supervisors are requested to carefully monitor any further internal communications for directives and guidance on this matter. Researchers who are dependent on internal, and more so external, sources of funding and sponsorship should consider the potential risks that COVID-19 and social distancing strategies will have on project milestones and audit reporting deadlines. Where possible, researchers should engage with the funder/sponsor regarding these timeframes.

Approved research that may continue without ERC notification

- Research conducted by Unisa researchers that does not engage participants face-to-face and thus limits or does not pose the risk of COVID-19 infection may continue without ERC notification.
- Research studies that collect data online or consists of the review of records are considered of low risk in current circumstances and may continue.
- Data science research and other forms of research that does not require face-to-face interaction may continue.
- Laboratory-based research where appropriate safety precautions can be taken and legitimate access to the facilities negotiated may continue (except research related to COVID-19).

The researcher/s remain responsible to ensure safety and protective measures, and to continue to minimise risk.

The onus is on the researcher to contact the relevant Ethics Review Committee if uncertain or concerned about how, or if at all, to proceed with approved research studies.

Kind regards


Prof T Meyiwa

Vice Principal: Research, Postgraduate Studies, Innovation and Commercialisation

Acknowledgement:

Stellenbosch University (SU) Faculty of Medicine and Health Sciences (FMHS) Researchers' Position Statement on Research Involving Human Participants (Clinical Research), 6 April 2020

ANNEXURE C: PARTICIPANT INFORMED CONSENT FORM

CONSENT TO PARTICIPATE IN THE STUDY

Collection of primary data to understand the Impact of Organisational Design and Employee Engagement on Organisational Effectiveness in a Corrections environment.

I (Name / Code Name of Participant)..... participates in this research study out of my own freewill.

I understand the reasons for collection of data, is to enable the researcher to analyse data using statistical methods in order to understand the impact of organisational design on organisational effectiveness in a corrections environment.

I understand that my right to participation can be withdrawn at any time during the research. I have the right to refuse to answer any question I do not feel comfortable with, without a need for an explanation to the researcher or anyone and such actions will not have consequences of any kind.

In the event that I change my mind about the use of data, after providing the data I can withdraw the permission at any time from the date of the interview or submitting the questionnaire.

In the event that I withdraw permission to use the data from my interview or questionnaire, it will be deleted without prejudice and all related materials will be deleted with immediate effect.

The nature of the study and the purpose has been explained to me in writing and I have been afforded the opportunity to ask further questions of clarity about the study.

I understand that participation involves providing information on organisational design and organisational effectiveness in the corrections environment.

I understand that there is no obligation for the researcher or myself to expect any payment whatsoever in cash or kind for participating in this research.

I agree that my interview for this study to be recorded on audio or any electronic device on condition that such will be used for the research purpose only and any other use if required shall require my written consent prior to the use thereof.

I have been assured and understand that all information I will provide for this research study will be treated with utmost confidentiality and shall be retained by the researcher in a safe manner.

I have been assured and understand that my identity will remain anonymous for the purpose of processing and reporting the outcomes of this research. The researcher shall ensure this by making use of alias or any other possible means, in order to disguise any details which may reveal my identity as well as the identity of people I may refer to during the interview.

I understand that extracts from my interview may be used as is or disguised and quoted in all mediums in which the researcher plans to use the data from the interview and these are, Thesis, Conference, Presentations, Publications, Papers, electronic and other to name a few. Quoted extracts be presented in a manner that does not link the content to me.

I have been informed and understand that in the event that I inform the researcher of perceived or real eminent danger to myself, the researcher, or any other person. The researcher will advise me of the intention to report the matter to HR and or authorities, however I understand that the researcher can use their discretion to report the matter as soon as possible with or without my permission.

I have been informed and understand that signed consent forms and original audio recordings will be retained by the researcher and only the researcher or the researcher's Supervisor, will have access to the data until the researcher has their qualification conferred.

I have been informed and understand that once the qualification is conferred, a transcript of my interview in which all identifying information has been removed will be retained for a period not exceeding the specific rules of UNISA and the Education Industry. (5 years)

I have been informed and understand that legislation on freedom of information entitles me to access the information I have provided to the researcher at any time while it is kept in storage as specified above.

I have been informed and understand that I am free to contact the researcher or the supervisor whose contact details are provided in this form, in order to seek further clarification and information.

Tokozile Marah

Unisa

Corrections Department

PHD Student

Corrections Management

6859089@mylife.unisa.ac.za

27720394766

Or the Supervisor

ANNEXURE D: PARTICIPANT'S INTERVIEW GUIDE

06859089 T Marah

Interview guide

Name of Participant..... (Optional)

Surname..... (Optional) Sex

Age.....

Number of years of worked in Dept of Correctional Services.....

Code Name.....(If preferred).

Level that you worked at tick the right one below

MMS (12 and below)	SMS (13 to 14)	Executive (15 to 16)

The purpose of the proposed longitudinal study is to establish a theoretical framework for organisational design and organisational effectiveness with the intention to understand the impact of organisational design and employee engagement on organisational effectiveness in a corrections environment, through use of mixed method research and interdisciplinary approach.

The research seeks to establish if elements of organisational design and elements of organisational effectiveness in a corrections environment are the same as those in a generic model established by the researcher through literature review. It seeks to further establish the impact of elements of organisational design on elements of organisational effectiveness in a Corrections environment. This will create possibilities for understanding what is effective design of the organisation in a manner ensures that roles and resources are focused where they have the most impact. Resource utilisation is critical in a people driven environment such as corrections as well as government in general.

The research will further assist with the positioning of critical issues such as employee engagement, the 4th Industrial Revolution, Sustainable Development Goals 2030 and pandemics such as Covid19.

Information collected from you consists of your personal perceptions and opinions and does not represent the department of Correctional Services or any institution that you have been associated with in any manner.

Answers are expected to be of general nature based on your experience and should not include proprietary or confidential information of the department of Correctional Services or any other institution.

Do you have any questions or concerns at this point in time?

Can we start the interview?

Thank you for accepting to participate in this interview and we will start the process.

1. For how many years did you work in a Corrections environment?

Answer.....

2. Did you manage a Correctional Centre at Middle Management level for at least 5 years? Please tick the box with the appropriate answer below.

Yes	No

3. Do you have an understanding of organisational design?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. Please describe what you think Organisational design is?

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5. Do you think there are elements in Organisational design that makes organizational design complete as in a model?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. If you agree that there are elements of organizational design that make them complete as in a model, what are they?

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7. Did you ever come across these elements when you were in a corrections environment?

YES	
NO	

8. Do you have an understanding of organisational effectiveness?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. What do you think is organisational effectiveness?

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10. Does organisational effectiveness consist of elements that make it complete as in a model?

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11. What are these elements in organisational effectiveness?

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12. Did you ever come across these elements when you were in a Corrections Environment?

Yes	
No	

13. Do you think organisational design has an impact on organisational effectiveness in a corrections environment?

Yes

No

14. In your understanding, what is the Impact of organisational design on organisational effectiveness in a Corrections environment

15. What is employee engagement in your view?

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16. Is employee engagement a necessity in a Corrections environment?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

17. What are your reasons for employee engagement being a necessity in a Corrections Environment?

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18. Do you think the impact of Organisational design on Organisational effectiveness can be sustained over a number of years?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

19. Kindly explain your answer

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20. If the impact of organisational design on organisational effectiveness can be sustained for how many years can this be sustained?

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21. In your opinion, did the organisational design processes in a corrections environment include all levels of employees. Were inputs from all employees considered

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

22. Kindly elaborate further on your answer

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23. Do you understand what the meaning of the 4th industrial revolution is?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

24. Please explain your understanding in your own words

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25. How do you think organisational design can contribute to the 4th industrial revolution?

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26. Were there elements of your work which were directly impacted by the Corona virus

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

27. Which elements in your opinion of corrections could have been severely impacted by the Corona Virus and could be improved through organisational design.

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ANNEXURE E: LANGUAGE EDITING CERTIFICATE

22 Oshe Street

The Reeds

Centurion

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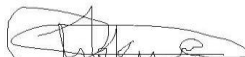
03 January 2024

TO WHOM IT MAY CONCERN

This certificate serves to confirm that I have edited T Marah's thesis entitled, **UNDERSTANDING THE IMPACT OF ORGANISATIONAL DESIGN ON ORGANISATIONAL EFFECTIVENESS AND EMPLOYEE ENGAGEMENT IN A CORRECTIONS ENVIRONMENT.**

I found the work easy and intriguing to read. Much of my editing basically dealt with obstructionist technical aspects of language, which could have otherwise compromised smooth reading as well as the sense of the information being conveyed. I hope that the work will be found to be of an acceptable standard. I am a member of Professional Editors' Guild.

Hereunder are my contact details:



Jack Chokwe (PhD)

Contact numbers: 072 214 5489

jackchokwe@gmail.com



Professional
EDITORS
Guild