

Exploring the Mechanisms to manage the Internal Context of Change within a Law  
Enforcement Organization in the Caribbean

By

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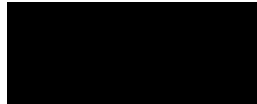
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## STATEMENT OF ORIGINALITY

This study has not been submitted for the award of any other degree or professional qualification and to the best of my knowledge acknowledgement was made where material previously published or unpublished was used within the thesis. This thesis is the result of an independent study conducted and represents an original research.

Signature



Date: 10<sup>th</sup> June 2020

## ABSTRACT

This study is about managing change within a police organization in the Caribbean. The study identifies the key human resource practices that influence the organizational climate. The study then validates the components of the organizational climate during periods of change and investigates the organizational leaders' experiences and perception in fostering an organizational climate conducive to change. The result of the study is a conceptual model that illustrates and identifies the generative and causal mechanisms that influence the organizational climate under which change occurs within police organizations.

The researcher's underlying philosophical stance is that of a critical realist. The researcher used a mixed method approach complemented by a sequential explanatory design. A psychometric instrument developed by Bouckenoghe Broeck & Devos (2009) was used to evaluate the organizational climate under which change occurs within the organization and the SPSS Factor Analysis was utilized to analyse the data. Analysis of the climate influencing change within the organization under study identifies the following four components: Politicking (POL), General Support by Supervisors (GSS), Trust in Leadership (TIP) and Participatory Management (PM). The researcher explored these climatic components through semi-structured interviews with senior leaders within the police organization to identify the generative and causal mechanisms that regulate and/or influence the overall organizational climate.

The research identifies organizational culture as the generative mechanism and the factors influencing the organizational climate under which change occurs in a police organization, as the causal mechanisms. The relationship between the two is that the generative mechanism (organizational culture), influences and regulates the causal mechanisms during a period of change. The components/factors identified by the study that influences the organization's climate during a period of change are Cultural Autonomy, Fair Play, Effective Communication and Self-Management. Leaders' attitude and effective communication were also identified as important contributing factors during a period of change. The resultant synthesis of the study is a proposed conceptual model for managing the organizational climate during the period of change in a police organization. The

proposed conceptual model borrows from the humanistic management approach, which place employees at the centre of the change process through dialogue, involvement in decisions and interaction.

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## CHAPTER 1. INTRODUCTION

Organizations may experience constant changes, and the pace of these changes may increase faster than organizations can anticipate. As an organization undergoes continuous change, this dynamic process may cause an organization to undergo transformation and development in many different ways (Elias & Mittal 2011, Mulili & Wong 2011). The consistent changes that organizations experience, demand that organization managers constantly adapt to changes and seek ways to ensure that the organization remains relevant within that changing environment (Armenakis et. al., 1993, Whipple, 2009, Mulili & Wong 2011). An organization's capacity to adapt to changes from within is essential for it to remain efficient and effective. That is, the organization's ability to change directions and be flexible in their response is vital to its survival during change (Denton, 2012).

This chapter introduces and provides an overview of this study, first by positioning the study in context of management issues occurring within a law enforcement organization in the Caribbean, thereby, outlining the importance of the study, describing the aims and objectives, the nature and significance of the study and clearly positioning the study within a humanistic theoretical framework.

### **1.1 Organizational Background**

The Police Organization studied here is a public sector organization with a rigid hierarchical structure consisting of a pyramid shaped command structure. This kind of organizational model, according to Varman & Bhatnager (1999, p.111), has "power concentrated at the top where each successive layer on the organizational chart has less

power than the layer above, with the bottom layer having virtually no power.” In this model, decisions and actions are primarily handed down from the top of the organization.

Police organization’s decisions and actions are made based on the utilitarianism principle that decisions or actions are embraced if they create the greatest possible consequences for the organization (Kingshot, 2006). However, the organizational members base the ‘greatest good’ on the perception of the organizational leaders and not on the collective perception or the acceptance of the practices by organizational members. This discrepancy exists in part due to the organizational culture that is inherent in the hierarchical structure that relies on a command and control system. That is, the police organization embraced a hierarchical organizational culture and structure of command and control, where top management delegates’ work with minimal input from employees (Lingamneni, 1979).

Furthermore, in the police organization, members often do not require any professional qualifications to be employees. Currently the organization under study consists of fifty-five (55) police stations with ten (10) specialized units spread across the country. The ratio of sworn law enforcement officers to citizen is 1:164 (Policing Plan 2014 to 2016) and the police organization consists of ten (10) hierarchical levels divided into a top management, senior management, middle management, front line supervisors and front-line officers.

In 2008, a consultant was hired to conduct an audit of the police organization and to make recommendations for transforming the organization into a more effective and efficient one. The audit, while critical of the organization, revealed that the magnitude of the transformation currently exceeds the capacity of most of the managers within the police organization. The audit recommended that personnel who are more academically qualified

be hired in pivotal positions, so as to link law enforcement objectives with those of democratic governance, through the meaningful participation of employees. The transformation of the organizations began with the hiring of employees who possessed at least a college degree, and who also embraced a participatory or shared leadership principle. These academically qualified employees, who embraced meaningful participation, were placed in an organization that was rigidly hierarchical—a choice that poses some challenges to the established traditional culture of the organization, in particular in meeting the needs of the employees and creating an autonomous supportive work environment. Thus, the transformation of the police organization in this study began in a dynamic environment, and as the organization continued its transformation, the need to manage the organizational climate became more critical for the success of the transformation.

## **1.2 Statement of the Problem**

The management of hierarchical organizations requires that leaders' value and seek consensus with their employees as partners, regardless of their hierarchical positions (Schulte, 1996). As partners, employees' full potential may prove beneficial to the organization. Building this relationship requires that the norms, values and beliefs of the employees be in harmony with the culture of the organization. For this harmonization to occur, the norms, values and beliefs of employees should be harmonized also with the existing culture of the organization that is inherent in the hierarchical structure of the police organization. Wolf (1978) in his study on employee relations found that police officers entering the police organization are entering with more academic qualification and a set of values different from their predecessors and therefore are openly questioning the

administrative decision making of the organization leaders. Wolf further suggest that police organizational leaders must be cognizant that to maintain good employee relations, they must maintain an atmosphere of cooperation and at the same time retain administrative authority to effectively manage the organization. Thus, it became clear that during the period of change these employees seek greater autonomy and involvement in the decision-making process than was afforded to them. This transformation of the police organization may be characterized as a challenge to the organization's rigid hierarchical structure of command and control. That is, the transformation of the police organization began in a dynamic organizational climate.

Researchers and practitioners have noted the important role of organizational climate during period of change (Collier & Esteban, 1999; Bouckenooghe, Devos & Broeck, 2009). Furthermore, research has linked effective leadership and effective organizational culture to organizational success (Zahir, et. al. 2011). Consequently, the leadership, the organizational culture and the specific organizational climate under which change occurs, all together play an integral role in successfully managing a changing organization.

Generally, as a police organization continues its transformation, the need to manage the organizational climate under which change occurs becomes more critical for the change process. It is believed that a crucial leadership skill necessary in successfully managing change is the ability to explore and understand the mechanisms to manage and influence the organizational climate during period of change. By exploring these mechanisms, practitioners and academics are one step closer to improving the climate under which change occurs and subsequently, successfully manage change. That is, it is believed that successful change management may be achieved only after the mechanisms to manage the

organizational climate are examined and better understood during organizational transformation.

### **1.3 Research Aim & Objectives**

Anyone managing the organizational climate in this instance cannot escape the impact that an organization's hierarchical structure and culture have on any mechanisms that leaders might use. Thus, this study gives leaders within police organizations insights on the mechanisms needed to manage and influence the organizational climate under which change occurs.

As the police organization continues its transformation, the need to manage the organizational climate under which change occurs becomes more critical than ever. Determining what mechanisms influence the organizational climate would significantly contribute to the overall management of the organization. Therefore, the aim of this study was to explore the views and perceptions of senior leaders within the police organization in order to manage and influence the organizational climate using a humanistic management approach. Within the humanistic context the study identifies the key human resource practices that influences the organizational climate.

The objectives that drove the study led the researcher:

1. To consider key literature on managing a changing organization;
2. To validate the components of the organizational climate under which change occurs in the police organization;



3. To investigate the perceptions and experiences of senior leaders of the police organization in managing and influencing the organizational climate under which change occurs, using a humanistic management approach;
4. To make recommendations for the management of a changing police organization.

#### **1.4 Significance of the Research**

Organizations are constantly changing and during transformation, organizations either fit into their climate and survive, or become ineffective. Furthermore, continuous changes within the organization have created widespread support for leaders to adopt leadership styles that embrace and enhance the organizational climate under which change happens (Fernandez, Cho & Perry, 2010, p. 316). Fernandez, Cho & Perry, (2010) also argue that it is important for leaders to be cognizant that leadership styles that worked yesterday, may not work in a changing organizational climate, and that to lead in today's dynamic climate, will require inclusion and support of employee needs. A model that involves employees in all aspect of the change process is the humanistic management approach. From a humanistic perspective in managing change, human resources practices are utilize in an effort to protect human dignity, ethical reflection and internal societal critique of organizational practices. These human resources practices the literature suggest are: autonomy, participation in the decision-making process, trustworthiness and open communication. These practices were explored relative to influencing the different component of the organizational climate in creating a conducive climate that facilitate the readiness for change or ability to initiate the change. A review of the literature shows that there are many studies on change, organizational climate, and humanistic management

approach. However, the literature is limited in humanistic management approaches to manage organizational climate during a period of change.

Changing organization, and employees demand for control or more autonomy over their work requires a leadership style that is oriented around a participatory model (Fernandez, Cho & Perry, 2010, p. 316). This shift requires that the organization manage the organizational climate under which changes occur within the organization and meet employees' needs for inclusion, open communication and greater autonomy. A management concept that incorporates these principles is a humanistic management approach, where all the organizational stakeholders are involved in the decision making process (Bonheim, 2006) while submitting the organization's strategies and practices to societal critique (Spitzeck, 2011) and respecting human dignity (Kimakowitz, Pirson, Spitzeck, Dierksmeirer & Amann, 2011). Further, the societal critique of an organization's practices serve as a moral obligation for the organization to involve all stakeholders in the decision-making process and to meet the needs and demands of its primary stakeholders - the employees. While it may be impractical to involve all stakeholders, open discussion about employees' needs and demands allows organizational leaders to realize that, in the humanistic approach the ultimate goal is to serve people (Spitzeck, 2011). Thus, within the humanistic management approach, the study identifies the key human resource practices to influence the organizational climate so as to facilitate a climate conducive to change and influence the readiness for change or the ability to initiate change.

Employees' full potential may not be realized if their values and need for inclusion and autonomy are not supported. As an organization undergoes continuous change, it impacts both the organization and its employees (Elias, 2009), and as new employees enter the

organization, they have the power to change the organizational culture or status quo (Anderson T., & Tingblad S., 2009). However, as employees integrate into organizations, they may adapt the existing culture and still be effective.

This study explores the management of changing organization within a humanistic context and seeks to explore the views and perceptions of senior leaders within the police organization, in order to help these leaders manage and influence the organizational climate during period of change. It would be ideal if the study could contribute to knowledge that could be shared with practitioners in the field of Human Resource Management and Human Relations, with the purpose of contributing to theory building in humanistic management theory.

### **1.5 Nature of the Study**

This study can be categorized as a sequential mixed method explanatory study that uses a humanistic context to position the research. In the quantitative phase, a self-administered questionnaire adopted from Bouckenooghe, Devos & Broeck (2009) was administered to 316 front line employees and their supervisors in the police organization. The self-administered questionnaire was utilized to investigate the organizational climate components under which change occurs within the police organization. A total of 208 questionnaires were collected from front line employees and supervisors. Being aware that front line employees and front line supervisors experience directly the organizational climate under which change occurs in the police organization and are the most affected, the researcher is of the view that the front line employees and supervisors can best identify the components of the organizational climate, thus the researcher limited the sample to them in

this stage of the study. The data collected from the self-administered questionnaires were used to validate and analyse organizational climate components using factor analysis, and utilizing a principal component analysis with a direct oblimin rotation. Numerical data was described using the percentage, the mean and the standard deviation to develop an appreciation for the data variability and dispersion.

In the qualitative phase, semi-structured interviews were used to explore leaders' perceptions of the mechanisms that precipitate the managing and influencing of the organizational climate under which changes are occurring. Ten (10) senior leaders within the police organization were interviewed, to help explicate and deepen the understanding of how to manage the organizational climate identified in the quantitative result. In limiting the sample size to senior leaders in the police organization for the qualitative phase, the researcher took into consideration the police organization culture and structure that is inherent in the organization command and control system. That is, in order to influence and optimize the organizational climate through human resource factors that is inherent in the humanistic management approach, it is required that the organization leaders embrace a leadership style that can facilitate a readiness for change or the ability to initiate change. Thus, the researcher limited the sample in this stage of the study to senior leaders of the police organization who are in a better position to offer a richer narrative on the mechanisms and challenges that they would embrace to influence the organizational climate. The data collected was analysed manually using an interpretive thematic analysis. In articulating and interpreting the data, thematic analysis directly involved the researcher with the data.

A philosophical stance of critical realism is the paradigm guiding the study. From a critical realism perspective, social actors in part help create reality, a reality that cannot be understood independently of actors (Easton, 2010) and this reality changes over time (Miller & Tsang, 2010). Also, in a critical realism paradigm, knowledge is generated through empirical investigation whilst maintaining an interpretive element and developing abstract reasoning (Ackrod, 2004, Sayer 2000, Tsoukas 1989 as cited by Modell 2009). The interpretive element of critical realist allows the researcher to interpret reality and develop the necessary abstract reasoning through the process of retrodution.

Consistent with the critical realism paradigm and mixed method approach is the process of retrodution, a process that creates knowledge through abstract reasoning (Saether, 1998). While the critical realism paradigm encircles a wide array of research methods (Sayer, 2000), the researcher used a mixed method approach because it provided an avenue for a deeper and richer insight into data collection, analysis and interpretation - a method frequently used in Business and management research (Thornhill, Saunders & Lewis, 2016).

## **1.6 Research Theoretical Perspective**

There exists a plethora of change management models (Shannon, 2016) that all differ in terms of approach and implementation. Gunnigle (1992) asserts that change management is moving towards a more employee-relations style that incorporates a human-centred approach. In a similar manner, management and leadership theories have evolved from the mechanical approach to a more human-centred one (Kwok, 2014). As leadership styles continue to evolve, diverse leadership theories and practices emerge with the most widely

recognized and debated leadership theories being transformational, transactional and Laissez-faire (Aga, Noorderhaven & Vallejo, 2016). In the 21<sup>st</sup> century, humanistic leadership styles have joined the debate circle as a new approach (Mele, 2013). It must be underscored that consensus among researchers and practitioners on what comprises a humanistic management approach does not exist (Mele, 2016) despite the numerous literature on what humanistic management means. The one common and significant thread among researchers and practitioners on this topic is that a humanistic management approach entails a respect for human dignity (Kimakowitz, Pirson, Spitzeck, Dierksmeierer & Amann, 2011, Mele, 2016, Hicks, 2016, Acevedo, 2012, Zawadzki, 2018, Pirson, 2017), ethical reflection (Kimakowitz, Pirson, Spitzeck, Dierksmeierer & Amann, 2011, Mea & Sims, 2018, Pirson, 2017, Pirson & Lawrence, 2009) and maintaining a capacity for internal societal critique of the organization's strategies and practices (Spitzeck, 2011).

Based on the literature reviewed for this study, a humanistic component in managing change in a public organization is the missing link or gap. The humanistic approach to change management in public organizations is the missing link or gap because it proposes that elements be introduced that is counter to the prevailing culture and climate of public organizations which are often best described as transactional and 'command and control.' Further, the humanistic approach applies human resource practices that increase the level of employee motivation and productivity (Brun & Dugas, 2008) and allow the organization to be responsive to the needs of the employees, and for the employees to become an integral part of the change process leading to positive outcomes for the individual and the organization (Presbitero, 2016).

With a humanistic perspective in mind, the researcher embraced Jones' (2008) proposal, which states that in Law Enforcement organizations, a non-linear model should be the main pillar for an organization to follow in managing change, a model that should embrace the concept of shared leadership, self-organizing ability, communication and diversity.

Furthermore, Bonheim (2006) in her literature review, compiled an all-encompassing list of the dimension of the type of humanistic management approach where human dignity is respected, employees are given greater opportunity in the decision-making process and accountability is built through confidence and trust.

Humanistic management approaches place a specific focus on meeting the needs and demands of employees by respecting their human dignity. Respecting this human dignity, according to the literature, gives employees a greater degree of autonomy and control over their own work, and at the same time involves them in the decision-making process, while emphasizing ethical reflection, (Thompson, n, d) by submitting its practices and strategies to societal critique from within the organization (Spitzeck, 2011).

Of importance to this study, is the fact that a humanistic management approach recognizes that an organization's fulfilment of its employees' needs, and respect for their dignity motivates them to perform on the organization's behalf. It is hoped that employees would then develop more commitment to the organization as the organization embraces a culture where the employees develop a sense of identification with the organization (Guest 1989 as cited by Jones 2000). This process will require that the organization embrace the humanity of people, through participatory management and the kind of respect for human potential that promotes a culture of freedom within the organization (Mele, 2003). Hocine & Zhang

(2014) suggest that working towards this autonomous and supportive type of work environment may transform organizational change and leadership effectiveness.

Research in humanistic management approach is limited and requires practical application for it to be embraced (Spitzeck, 2011). Studies are also limited in relation to managing a changing organization from a humanistic standpoint. Understanding the mechanism that influences the organizational climate under which change occurs may be useful in managing change. Thus, a humanistic perspective serves as a useful theoretical lens through which to inquire into managing a changing organization.

## **1.7 Organization of the Study**

This doctoral thesis consists of six chapters: Introduction, Literature Review, Methodology, Findings, Discussion and the Conclusions and Implications. The introductory chapter, Chapter 1 presents an overview of the study, its aim, purpose, objectives, the problem statement, significance, the nature of study and its theoretical perspective. This chapter also positions the study in its proper context as the investigation of a managerial issue occurring within the context of a police organization.

Chapter 2 of this study presents the literature review that provides the foundation for the study. It contains an assessment of the challenges in managing a changing organization from a humanistic perspective. Pertinent change management model, leadership practices and challenges in managing a changing police organization are discussed. The chapter concludes that research that reflects a humanistic perspective is quite limited, specifically the kinds of studies that investigate or interrogate the management processes within the



climate under which change occurs within an organization. Based on the analysis of the literature review, a proposed conceptual model was inferred to manage or influence the organizational climate during period of change.

Chapter 3 introduces and discusses the methodology applied in the study. It provides the researcher's philosophical stance and the methods underpinning the study, as well as the methods of data collection and analysis. A mixed method sequential explanatory design was used to explore the humanistic mechanisms needed to manage the organizational climate under which change was occurring.

Chapter 4 presents the research findings relative to the research objectives and identifies the key themes that emerge from the data analysis. The components of organizational climate are validated and the mechanisms uncovered are presented in this chapter.

Chapter 5, discusses the findings in relation to the main literature and present the interpretation of the study that resulted from the integration of the quantitative finding (Components of Organizational Climate) and the qualitative finding (the mechanisms uncovered). It also addresses what can be learned from this study about the components of the organizational climate and the mechanisms to manage and influence the organization climate under which change occurs and presents a synthesized conceptual model.

Chapter 6 presents the conclusion, summaries relative to the findings, the study's limitations, its contribution to knowledge and practice, and recommendations.

## **1.8 Summary**

This chapter provides an overview of the study and the context under which it was undertaken. It also provides justification for the aim and objectives of the research along with the theoretical perspectives that guide the study. The literature review follows this chapter.

## CHAPTER 2: LITERATURE REVIEW

### 2.1 Introduction

The purpose of this Chapter is to provide an assessment of current debates on managing a changing organization, in this case, a police organization and to identify possible gaps in the literature on managing such change from a humanistic perspective.

The review of literature that follows will update the reader on the present body of knowledge on Management starting at its broadest level, Employee Relations, followed by assessments of work on change management, leadership styles, and human resource management and practices. The literature review will conclude with the analysis of the gap(s) found in the literature on managing change from a humanistic perspective in police organizations.

It is important to note that the purpose of this chapter is **not** to produce a comprehensive review of the literature on Change Management, Human Resource Management practices, Leadership styles and Management of Law Enforcement organizations. This chapter will also **not provide** a checklist of all the factors that influence the management of a changing organization.

### 2.2 Employee Relations

The mechanism(s) through which employees and the organization cooperate for the maximum benefit of both parties is referred to as *employee relations*. The three schools of

thought on employee relations according to (Ganesan, Rajkumar & Saravanan, 2002) are as follows: Industrial Democracy, Employee Involvement and Worker Participation.

In terms of Industrial Democracy, its primary aim is to strengthen trade unions, or what is also known as employee organizations, through the expansion of scope in managerial power sharing and collective bargaining (Ganesan, Rajkumar & Saravanan, 2002). In relation to police organizations, studies have shown that police employee organizations present obstacles to police management and change implementation (Walker, 1984 as cited by Kadleck, 2003). Kadleck (2003) asserts that police employee organizations resist any attempt at organizational change and as a result, little is done to alter the structure or work climate of police organizations. Kadleck (2003) further argues that the relationship between police organizations and police employee organizations is shaped primarily by the points of view and inputs of the police organization's leaders and not by inputs from members of the police organization (employees) below the leadership level. Kadleck (2003) suggests that this 'top-heavy' involvement in police employee organizations, limits its focus to employee issues as opposed to having an expanded focus that includes influencing policy direction within the organization.

Kingshot (2006) argues that in police organizations, decisions and actions are made based on the utilitarianism principle that such decisions or actions are acceptable if they result in the greatest possible good for the organization. Within police organizations, the 'greatest good' is views and thoughts of all employees at each level of the organization. Being guided by the principle of the 'greatest good' is in part due to the hierarchical and paramilitary structure adopted by organizations that rely on a command and control system. In an effort to maintain the established organizational structure and authority, Ganesan,

Rajkumar & Saravanan, (2002, p. 276) argue that such organizations utilize a management approach that is centred on employee involvement through exploitation of employees' talents and the common interests shared between employees and leaders/management. In police organizations, effective employee relations require that the organization's leaders balance cooperation with authoritativeness in order to effectively manage the organization (Wolf, 1978).

One of the possible results of employees' cooperation is that they will have an obligation to participate in decision making with the potential to alter the basic administrative authority structure (Ganesan, Rajkumar & Saravanan, 2002). According to (Steinheider & Wuestwald, 2008), employees' participation in the decision-making process has shown to increase employee commitment to the goals of the organization; nevertheless, employee participation has not been adapted to its fullest extent within police organizations. Vito, Walsh & Kunselman, (2005) as cited by Steinheider & Wuestwald (2008), suggest that this is due in part to the reluctance of police organizational leaders to grant employees greater autonomy. However, relinquishing some decision-making power may allow organizational leaders to concentrate on the strategic planning of the organization, promote communication and build leaders around them (Manz & Sims, 1989 as cited by Steinheider & Wuestwald, 2008).

In summary, regardless of which of the three schools of thought governing employee relations is adopted (Ganesan, Rajkumar & Saravanan, 2002), Novac & Bratanov (2014) argue that the leadership style of the head of the organization is equally important. Novac & Bratanov (2014) also argue that other factors including the organization's culture, administrative structure, its vision, and the leaders' personality traits all help to determine

the leadership style that the leader will adopt. Specifically, as it relates to police organizations, Wowor (2014) has a narrower view and argues that the organizational culture that is inherent in the structure of police organizations determines the leadership style in managing change. In managing change Novac & Bratanov (2014) argue that the leadership style should match the organizational climate, the needs and the interest of the organization and its employees for it to be effective.

### **2.3 Perceived importance of Leadership Style in Organizational Success**

One of the primary roles of a leader is to motivate employees in order to obtain optimal organizational performance and achieve organizational goals. Many researchers and practitioners have concluded that the success of an organization is largely attributed to an effective *leadership style* (Swid, 2016; Schuetz, 2014; Bell & Boise, 2012, Bruns & Shuman, 1988; and Soedirman & Burgess, 2013, Boga & Ensari, 2009, Howell & Avolio, (1993) & Huang, Liu, & Gong, (2010) as cited by Zahir, Ertosun, Zegir & Muceldili 2011, Nanjundeswaraswamy & Swamy, 2014). Some researchers have taken this a step further and argue that the chosen leadership style should match the organizational climate (Glauner, 2016) and its structure (Novac & Bratanov, 2014). Among the existing leadership theories and practices, the transformational, transactional and Laissez-faire leadership styles have been the most widely recognized and debated (Aga, Noorderhaven & Vallejo, 2016). Furthermore, in the 21<sup>st</sup> century, the humanistic leadership style has since entered the debate circle as a new and highly effective approach (Mele, 2013). Managing organizational change requires that leaders adopt a leadership style that will equip them to address challenges at all levels of the organization and at the various stages of change.

Humanistic leaders view employees as partners and collaborators in the workplace. As partners, employees are given greater autonomy and are involved in the decision-making process and accountability is built through trust and confidence (Bonheim, 2006).

(Spitzeck, 2011) adds that in the humanist approach, employees are involved in the decision-making process, arriving at organizational strategies/practices and their internal societal critique is requested. This deep level of involvement by employees is what sets it apart from transformational, transactional and Laissez-faire leadership approaches.

In contrast, the police organizations' preferred leadership approach has been traditionally transactional and built on a reward and punishment system (Crooks 2008). This approach also contrasts the Laissez-Faire style that encourages employees to establish their own objectives and be self-motivated (Kingshott, 2006). Kingshott (2006) further explains that in a police organization, this leadership style is often not compatible with the leadership roles usually found in such organizations. While transactional leadership style traditionally dominates police organizations, it has begun to lose its appeal in favour of a more transformational approach. This may be because the transformational approach motivates and influences employees to embrace organizational goals and values (Shockley-Zalback (2006) as cited by Schuetz, 2016).

In both the transformational and transactional leadership styles, the organizational leaders tend to view the employees as being passive and requiring some form of stimuli or reward for them to embrace change, a shared vision and organization goals. In addition, the laissez-faire, transactional and transformational leadership styles are outcome oriented and employees are seen primarily as a means to maximize profit and improve organization performance.

In contrast to the approaches above, Kingshott (2006) argues that in order for leadership to be effective, it must have employees' active participation, and this is achieved when the leaders encourage the involvement of employees regardless of rank. In turn, the increased participation of employees in the decision-making process serves as a form of motivation for them. Kingshott's (2006) description of effective leadership best sums up the key principle of humanistic leadership paradigm.

In a study by Zahir, Ertosun, Zegir & Muceldili (2011) on leadership style, organizational change and performance, they found that organizational culture and effective leadership impacted performance. In addition, Martin, 2007; Crooks, 2008; Kostera et. al., 2002 as cited by Schuertz, 2016 found that leadership effectiveness is also dependent on the leaders' ability to adapt and manage change in a complex organizational climate.

Soedirman & Burgess (2013) found that effective leaders inspire, provide direction, support, and help build employees' commitment. A successful organization is linked to effective leadership, the leaders' ability to manage change and the presence of a strong organizational culture.

In summary, leadership's primary role is to influence employees in order to increase organizational success. Effective leadership is an integral component of organizational success. While there exists a plethora of leadership styles, there is no absolute style that guarantees organizational success. As leadership styles continue to evolve, the theoretical perspective of management that underpins the various leadership styles evolved in order to meet the ever-changing conditions of an organization. Similarly, as organizations continuously attempt to adapt to the complexity of managing change, the humanistic management approach and leadership style has joined the debate as a new paradigm that



may facilitate the successful management of a changing organization. The humanistic-centred leadership style sees employees as partners in the organization, and they are given greater autonomy and involvement in the decision-making process. Moreover, strategies and practices are submitted to internal societal critique. Thus, having considered the literature on the perceived role of leadership and organizational success, it is important to move the discussion into the evolution of the theoretical perspective of management that underpins the various thoughts of leadership style and organizational success.

#### **2.4 Evolution of Human Resource Management Thought and Practice**

The field of Human Resource Management has evolved from the traditional management theories that promote efficiency and productivity through use of machinery and varied work techniques, to the more recent that argues for a balance between production requirements and humanistic factors (Kwok, 2014).

Human Resource Management has its roots in the Industrial Revolution when focus was placed on processes in relation to machineries and work techniques. This form of management has three main branches: the Bureaucratic Management theory, the Administrative Management theory, and the Scientific Management theory. The machinery and work technique removes discretion from employees, centralizes control (Kwok, 2015), and prioritizes production efficiency through a systematic mechanical process without any regard either to the human dignity or wellbeing of employees (Cleveland, et. al. 2015). These traditional approaches to human resource management primarily view employees as a means to maximize profit or organization performance.

In the twentieth century, as management approaches evolved, the focus of studies was shifted to human-centred approaches, thereby creating a debate between the scientific and humanistic approaches to human resource management (Wuestewald & Steinheider, 2012). The scientific management approach, according to Wuestewald & Steinheider (2012) centres on job specialization, bureaucratic hierarchy and behaviourists' supervision. Deficiencies in the scientific management approach then brought about a modern management approach as a means to complement the scientific approach by incorporating aspects of the human centred approach (Nasir & Farsha, 2015, pg. 578). Arguably, Nasir & Farsha (2015) suggest that while modern management incorporates elements of both humanistic and scientific approaches, employees as human beings are secondary to the maximization of organization performance.

The 'behaviourist' element of management morphed into its own human relation school of management (Kwok, 2014), and gave birth to the humanistic management approach (Fortier & Marie-Noelle, 2015). The human-centred approach focuses on group dynamics, motivation, and leadership style and sees the employee as a complex organism. This approach places importance on the social and economic needs of employees, worker productivity, and employees' competencies (Kwok, 2014).

The humanistic approach recognizes the need for businesses to have formal mechanisms to make a profit and be productive (Klenfield et. al. 2003, Mele, 2009 as cited by Fortier & Marie-Noelle, 2015) whilst balancing the need for employees to have greater autonomy, work in less hierarchical structures, and experience more freedom on the job which all make it possible for them to provide internal critiques (Fortier & Marie-Noelle, 2015), (Pirson & Lawrence 2009), and (Spitzeck, 2011). Despite this advancement in theories,

however, the human needs of each employee in most companies or organizations, remain secondary to the maximization of profit or organization performance.

In conclusion, human resource management theory has evolved from the profit-driven machinery and work techniques to a more human centred approach where organizational performance is secondary to human factors. In the machinery and work techniques, discretion is moved away from the employees and centralized control exists without any regard to human dignity. In the 20<sup>th</sup> century, management theory started to emancipate employees from the machinery and work techniques and saw the beginning of the debate between the scientific and human centred approach. However, in the 21<sup>st</sup> century, in an effort to address the deficiency of scientific management approach, modern management approach was born, and this incorporated the scientific management principles and aspects of human centred approach. This human centred aspect in the scientific management approach initially was seen as secondary to the maximization of profit or organization performance. This human factor is said to be the missing link in management theory. In managing a changing organization, a humanistic approach would place employees of police organizations at the centre of any change effort.

## **2.5 Humanistic Management Approach**

Developing an appreciation for a Humanistic Management Approach is essential to understanding how it impacts the management of a changing organization. At this juncture, it must first be underscored that consensus among researchers and practitioners on what comprises a humanistic management approach does not exist (Mele, 2016), despite the numerous literature on what humanistic management means. The one common and

significant thread among researchers and practitioners on this topic is that a humanistic management approach entails a respect for human dignity (Kimakowitz, Pirson, Spitzeck, Dierksmeirer & Amann, 2011, Mele, 2016, Hicks, 2016, Acevedo, 2012, Zawadzki, 2018, Pirson, 2017), ethical reflection (Kimakowitz, Pirson, Spitzeck, Dierksmeirer & Amann, 2011, Mea & Sims, 2018, Pirson, 2017, Pirson & Lawrence, 2009) and maintaining a capacity for internal societal critique of the organization's strategies and practices (Spitzeck, 2011). Kimakowitz, Pirson, Spitzeck, Dierksmeirer & Amann, (2011) assert that ethical reflection into the managerial decision-making process requires that decisions be examined relative to their consequences and their impact on all stakeholders. As such, during a period of change, employees, through ethical reflection and greater participation in decision-making, serve as internal critics in evaluating and regulating organizational practices and strategies for the greater good of the organization.

Humanistic management approach utilizes human resource practices that garner respect for human dignity, promote ethical reflection and encourage greater dialogue in the decision-making process; when implemented the ultimate results are increased levels of employee motivation and productivity (Brun & Dugas, 2008). This is because these practices create a dynamic exchange in which the organization becomes responsive to the needs of the employees, and in turn the employees feel valued which serve as a source of motivation and a generator of positivity at both the organizational and employee levels during a period of change (Presbitero, 2016).

An analysis of the literature suggests that human dignity may be encouraged through employees' autonomy (Hicks, 2016, Mele, 2016, Acevedo, 2012, Zawadski, 2018), participation in the decision-making process (Acevedo, 2012, Zawadski, 2018, Hicks,

2016), promotion of trustworthiness (Hicks, 2016) and open communication (Acevedo, 2012, Jones, 2008, Wasieleski & Armand, 2014, Lee & Edmondson, 2017). These practices are viewed as human resource practices and have been utilized in effective organizational change effort (Tummers, Kruyen, Vijverberg & Voesenek, 2015). Thus, it can be argued that a humanistic management approach can be seen as one that utilizes human resource practices to successfully manage organizational change while respecting human dignity and embracing ethical reflection in the decision-making process.

In one of his seminal studies, Chris Argyris (1955) compared bureaucratic/hierarchical values to humanistic/democratic values and found that humanistic/democratic values produced trust within the organization, as well as increase interpersonal competencies, improve inter-group cooperation and increase flexibility (Kwok, 2014). By creating a culture where the employees develop a strong identification with the organization, a humanistic-centred organization may increase organizational productivity and employee motivation.

Managing change requires that organizations adopt a change management model that allows for the incorporation of strategies that creates an organizational climate conducive to change. Employing the humanistic approach in managing organizational change, utilizes human resource practices such as autonomy, participatory decision-making, trustworthiness and effective communication (Bonheim, 2006). Tummers, Kruyen, Vijverberg & Voesenek (2015) in their study of organizational change, found that human resource management practices facilitate organizational change. In the humanistic paradigm, employees are considered partners and collaborators in the organization; organizational practices and strategies are submitted for societal critique through continuous dialogue with

employees, thus allowing decisions to be built on ethical reflection. Humanistic leadership within the police organization may undergo many challenges however, an organization's ability to adapt to change and successfully manage change is what determines its ability to survive and remain effective.

## **2.6 Change Management Approach in Police Organizations**

In order for organizations to remain effective and relevant, they must respond to change in a way that is unique and appropriate for that organization (Erciyes, 2018). Erciyes (2018), argues that law enforcement organizations are built around a strict hierarchical and authoritarian management approach where overcoming resistance to change relies on a punishment and reward system inherent in the transactional leadership style. In the transactional leadership style, organizational leaders utilize their positional power to coerce or reward employees to accept the change. This approach to leadership restricts employees' freedom and involvement within the organization (Kingshoot, 2006). In addition, this leadership style, Erciyes (2018), asserts, is ineffective since it is also associated with employees consistently having a low level of job satisfaction and employee morale. He further argues that in order to manage change successfully, change management models must be unique to the organization and must take into consideration the organization's cultural dynamics and needs.

Erciyes (2018), conducted a study on change management in the police organization in Turkey and developed several conceptual change models for managing change. Erciyes' (2018) conceptual models are all linear in nature and all have common components of employee involvement including, securing buy-in and communicating the change process.

Similarly, Van Der Voet (2016) conducted a study on change leadership and commitment to change and found that in public sector organizations, supervisors' support for the change effort increases employees' support for the change. Van Der Voet (2016), also found that employee involvement in the change effort has a dual benefit: it creates support for the change and improves employee commitment to the change.

Silvestri (2007), argues that within police organizations, transformational leadership styles are more effective in managing change. She argues that despite this, police organizations rely on a transactional leadership style whilst incorporating limited transformational leadership behaviours. Van der Voet (2014) cited Bass (1999), asserting that transformational leadership is the main leadership theory that places emphasis on organizational change because transformational leadership motivates and influences employees to embrace change. However, as stated earlier, both the transformational and transactional leadership styles cast employees below the level of leadership as passive and needing to be stimulated/prompted into participating in the change process. In this regard, literature to date suggests that the humanistic approach to change management is the missing link in creating a climate conducive to the change process. This is because the humanistic model prioritizes the human factors associated with change management, thereby, creating a mechanism for internal motivation and commitment as opposed to relying on external motivation. Combined, these factors create a work climate conducive to successful change management.

In summary, police organizations have long assumed that for change to be successful, organizational leaders should approach it from the view that the organization's climate during a period of change is stable and that directives to subordinates, coercion, and/or

politicking from the top down, are all that are required for the change to be successful. In light of the prevailing culture in police organizations outlined earlier, adopting a human-centred approach to change management may require compatibility with the organizational culture. Developing an organizational climate that facilitates the readiness for change or ability to initiate change is essential for successful change management.

## **2.7 Humanistic Leadership Challenges in Police Organizations**

What distinguishes police organizations from other public sector organizations is their paramilitary organizational structure and climate. Combined, the climate and structure often encourage authoritarian leadership styles that limit a participatory approach to managing change (Bruns & Shuman, 1988). When juxtaposed with the humanistic approach to managing change, which requires a people-centred structure and climate, as well as a complementary humanistic leadership style, one may conclude that an authoritarian approach is the greatest challenge to applying a humanistic approach to managing change in police organizations.

In many ways police organizations are also hierarchical organizations, Collier & Esteban (1999) and as a result, the creation of an environment where employees are valued and included in the change effort within that structure, is contingent on maintaining control, and any challenges or loss of control are viewed as threats to the established structures and ability of the organization to function properly. As Wuestewald & Steinheider (2012) adds, within police organizations, the organizational culture of 'command and control' by design is resistant to change management that requires greater involvement from employees at all levels of the organization. In order to offset this, Wuestewald & Steinheider (2012), further



argue that in a hierarchical system, the organization's leader should play an integral role in responding to the environment during the change process. As it relates to police organizations, this may require leadership training, role definition for leaders and employees, and the establishment of a balance between a participatory management approach and the traditional culture of the organization.

In transforming the police organization's culture into one that is more humanistic system, Collier & Esteban (1999), assert that authoritarianism be replaced by self-management, and control be replaced with trust and transparency as these actions will result in every member of the organization becoming accountable and responsible. They further assert that creating a participative organization requires that a balance be struck between the organization's culture of 'command and control' and practices that promote a more participative approach.

Employees involved in the organization establish a sense of worth in the organization, and increases their dignity. Instilling dignity within employees, by putting in place mechanisms for them to participate in the decisions during the change process, is an integral aspect of humanistic management and is one of the most difficult concepts for leadership to recognize and accept (Hicks, 2016). Hicks (2016), further asserts that dignity issues usually manifest at two levels, interpersonal and systematic, both of which may need to be institutionalized to protect dignity.

To summarize, the leadership style and organizational culture that is inherent in the hierarchal structure of police organization offer the greatest challenges to using a humanistic model/approach in managing change. In managing change, humanistic approaches replace authoritarianism with self-management and control is replaced with

trust, confidence and transparency. As an organization undergoes continuous change it warrants that organizational leaders adapt to the changes and seek change management approach to effectively manage change.

## **2.8 The Change Management Approach and its Importance**

Change management is the process of managing change in an organization and involves planning, coordinating, directing and implementing the required change (Van der Voet, 2014). Organizations change constantly and these changes affect both the organization and its employees (Elias, 2009) who must adapt to these changes. As Martin (2007) argues, leaders of organizations also need to adapt to change. This adaptation will require that the organization adopt a change management model that creates the path to least resistance of acceptance of the change effort.

Change management approaches, strategies and interventions may be planned or they may emerge (Van der Voet, 2014). Literature that focus on implementing change in an organization with strong cultural norms that often are resistant to change include Shannon's (2016) change management models, Lewin's (circa 1950s) three-step change model, Kotter's (2008) eight step change paradigm, Hiatt's (2003) five step change paradigm and Cunningham & Kempling's (2009) balanced scorecard paradigm.

Kotter's (2008) change management model focuses on the employees behind the change, calling for the creation of a sense of urgency for change, maintaining the urgency momentum throughout the change effort and ending with institutionalization of the change. Kotter highlighted several reasons for change failure; among them are the lack of a guided

coalition, under-communication of the change, failing to create short-term wins and neglecting to integrate the change adequately into organizational culture (Kotter, 2008). Erciyas argues that Kotter's change management approach does not support a participatory approach to the change. In his study of change management in law enforcement organizations Erciyas (2008), found that for change to be successful, the critical importance of the organizational culture must be recognized. In turn, Aguirre & Von Post (2013) argue that organizational culture is so critical to change management that organizations that fail to realize this are bound to fail. Another popular change model is Lewin's Change Model that is based on a 3-step process (Unfreeze - Change - Freeze). This model's first stage focuses on recognizing the need for change, preparing the desired change and decreasing resistance to change (unfreezing). The second phase focuses on communicating and implementing the desired change (change), and, the final phase anchors the desired change into the organizational culture (refreeze) (Lewin, circa 1950s). It should be noted that both Lewin's and Kotter's change management models end product is the institutionalization of the change, once the change materializes.

In police organizations, any change management approach must find equilibrium among strategy, politics and culture (Batts, Smoot & Scriver, 2012). In a study by Iljins, Skvarciany & Gaile-Sarkane (2015), on organizational culture and climate, they found that during periods of change, there are several factors that are inherent in the organizational culture that influence the organizational climate. These factors that Iljins, Skvarciany and Gaile-Sarkane found are human resource practices such as empowerment, autonomy, open communication, team orientation and a reward system. Similarly, Tummers, Kruijten, Vijverberg and Voesebeke, (2015), in their study on human resource management practices and change management in public sector organizations in the Netherlands, found that

human resource management practices such as autonomy, participation in decision making and teamwork are effective in improving pro-activity and in facilitating organizational change. Together, these studies assert that the organizational culture impacts the organizational climate under which change occurs through the employment of certain human resources practices.

Collier & Esteban (1999), argue that in times of organizational change, an organization needs to create a climate that is flexible, responsive and participative as its survival depends on this. Managing organizational change may require that the organizational climate be made non-threatening to the organizational leaders (Arussy, 2012). The organizational climate, according to Bouckennooghe, Devos & Broeck (2009) can be characterized as the employees' shared views and understanding of the circumstances under which change is occurring within the organization. Bouckennooghe, Devos & Broeck (2009), conducted a study in the public and private sector inclusive of police organizations, and developed an organizational change instrument. In their study they found that there are five components of the organizational climates under which change occurs: *politicking, trust in leadership, participatory management, general support by supervisor and cohesiveness*. In the management of change the organizational climate is integral and requires that any change model facilitate human resources practices that embrace a human centred approach.

In her study of leadership's role in changing the culture of the organization, Bonheim (2006) found that leadership could positively affect organizational culture. In a law enforcement organization, the top-down hierarchy defines the culture of the organization (Schein as cited by Paoline III, 2003), which is characterized by accepted practices, rules, and norms applied to practical situations in the organization (Filstad & Gottschalk, 2011, p.

487). These two studies emphasize the important role of organizational leadership in impacting the culture of the organization. That is, the organizational leaders influence the organization's practices, rules and norms.

To sum up, while there exists a plethora of change management models, the recent focus has been on the employee-centred approach that incorporates human resource practices. Managing change means that leaders will experience many challenges, so in considering change management approach, it is important for leaders and managers to understand these challenges so as to identify appropriate mechanisms to address the challenges that might arise.

## **2.9 Challenges in Managing Change**

An analysis of the literature on change management reveals that change impacts the entire organization and that the complexity and scope of managing change creates many challenges that must be addressed by the organization. The literature, reviewed, identifies the following factors that may each contribute to challenges: change management approach, organizational climate, organization culture, communication systems/mechanisms, and leadership attitude towards change effort.

Change management is the implementation of a set of activities that facilitate the change process, so as to achieve the intended change (Hoe, 2017). The challenges in planning, implementing and managing change within any organizational climate, may often overshadow the benefit that change may bring. In order to mitigate the challenges, a change management model is often adopted which takes into account the relationship

between leadership and employees. This view is supported by Hoe (2017) who states that the change manager is to provide employees with a structured approach to managing their transition into the desired change.

In relation to public organizations and leadership, change management is complex, and empirical studies on the impact of leadership approaches are limited. According to Van Der Voet, (2016), the impact organizational leaders have on the change process may be dependent on the organizational climate under which change occurs and the structural characteristic of the public organization. These structural characteristics dictate how the change process unfolds within the organization and also sets limits on who can participate (Christensen, Laegreid, Roness & Rovik, 2007, p.15). In police organizations, its structure is characterized as one of “command and control,” and this structure influences/shapes the police organizations’ communication system and interpersonal relationships. It also stands in stark contrast to the structure that would form the framework for a humanistic change management model that encourages that employees occupying posts at varying levels of the organization actively participate in the change process.

In a study conducted in Australia on managing change within the public sector, Shannon (2016) found that communication of the change effort and, having effective leadership armed with a roadmap for the change process are essential for success. Similarly, Saunders & Thornhill’s (2003) study on change management in UK public sector organization found complementary information: that two-way communication and an organizational leader’s positive attitude are paramount to the success of the change effort. These findings are expanded upon by Hoe (2017), who argues that during periods of change, organizational managers need to have a positive attitude towards the change effort for the change to be

successful. He also asserts that when change managers show a positive attitude towards the change effort and empathy towards those affected by the change, this approach encourages greater participation and collaboration in the change process.

Fitzgerald & Stirling (1999) in their study of organizational change, in the fire services sector, found that organizational change affects the relationship between organizational leaders and employees in public sector organizations. They argue that change is influenced by the culture of the organization and may pose significant challenges to the organization and any attempt for restructuring. While the Fitzgerald & Stirling (1999) study concentrated on organizational change and industrial relations in the fire services, its findings have implications for this study as it relates to uncovering the impact organizational culture has on a changing public sector organization.

Cunningham & Kempling (2009) argue that there are many change management models; however, what remains lacking is an understanding of how to manage change when the organizational culture is strong. Cunningham & Kemplin's analysis concluded that a 'Balanced Scorecard framework' to manage change in a public organization is needed. The balance scorecard framework, they argue must take into consideration the organizational culture and employees' commitment to the implementation of the change effort.

Generally, the impact that organizational leaders have on the change process is dependent on the organizational climate and the organization's structure (Van Der Voet, 2016).

Christensen, Laegreid, Roness & Rovik, (2007) hold a similar view that the organizational culture that is inherent in the organization and its organizational structure determines how the organization will approach the change process and who will be involved. Additional

factors that may also pose challenges are leadership style, effective communication (Shannon, 2016) and leaders' attitude towards the change impacts the change effort. Employee involvement may positively influence change management and implementation. Where challenges are not addressed, this may give rise to resistance to change, which will then have to also be managed.

## **2.10 Managing Resistance to Change Management**

Resistance to change may come from an individual or from a group and may either be caused by, or originate from several factors. In the case of a public organization such as a police organization, resistance to change management may be a result of the organizational structure. Police organizations are built around a 'command and control' structure that conforms to authority and hierarchical order; therefore, the main barriers in managing change in police organizations are the organizational culture and hierarchical structure of the organization (Lingamneni, 1979, Schafer, 2010). The hierarchical structure and classic management styles that utilize a top-down approach encourage resistance to change mainly because, by design, it does not allow for employees in positions at varying levels of the organization to have a say in the change management process.

Police organizations can benefit from employee feedback, which would allow for both leadership and employees to adjust their change management expectations to suit their realities on the ground (Toch, 2008). Toch (2008) also states that police organizations can reduce resistance to change by recruiting employees as change agents and involving them in the planning and the change implementation effort. That is, organizational change agents must be able to effectively manage change, and in the process be able to influence the



interaction between the organization's culture, and its climate, using culturally aligned practices (Iljins, Skvarciany & Gaile-Sarkane, 2015). These practices, according to Iljins, Skvarciany & Gaile-Sarkane help organizational change agents to facilitate the change process by creating a climate conducive to change. Greater participation in the change process is a characteristic inherent in the humanistic change management approach. The humanistic model to managing change prioritizes the human factor of all employees within the organization thereby ensuring that motivation to change is not externally driven.

Cunningham & Kempling (2009), argue that within police organizations, change that is either in alignment or integrated with the organizational culture and is brought about by a participatory approach, will be embraced, supported and accepted readily by the entire organizational followers. Lingamneni (1979) presented similar results in his study on resistance to change in police organizations. He argues that organizational culture, structure and leadership style are the primary contributors to the creation of a climate that resists change. Lingamneni (1979) continues, that in order for employees to overcome this barrier they must participate in the change process and that police managers must be change agents capable of managing change, embracing public interest and capable of making change within themselves.

Hale (2006), suggests, that encouraging employee participation and providing clear direction in the change process are pre-conditions to having successful transitions and securing buy-in towards the change effort. That is, effectively communicating the change coupled with employees' involvement in the change process will facilitate buy-in and reduce any resistance to the change. Cunningham & Kempling (2009) presented similar results in their study on implementing change in public sector organizations. They argue for

the need to establish a guiding coalition to help establish buy-in towards the change effort, and further argued that employees may resist changes that affect the established culture of the organization, and having no guiding coalition may present a major obstacle in successfully managing change.

As an example, Choi & Ruona (2011) conducted a study on individual readiness for organizational change and found that individual readiness for change may be contingent on an employee's belief that the organization needs the change, and on an employee's perception of how the organization promotes a learning culture to prepare him or her for the change. Similarly, Armenakis, Harris & Mossholder (1993) in their study on creating readiness for organizational change, found that the readiness of others within the organization might also affect an individual's readiness for change. Furthermore, employees must be aware of the organization's present state and its desired one that will be brought about by the change effort, as this awareness may contribute to acceptance of the change effort. Employees' perception that the organization needs the change, that the organization leadership supports the change, and that the organization will benefit from the change, altogether influence the change process and may reduce resistance to change (Holt, Armenakis, Field, & Harris, 2005).

In their study on the perceived organizational readiness for change in public sector organizations in Canada, Cinite, Duxbury, & Higgins (2009) found that an organization's readiness for change is further affected by the supervisors' support for the change effort, the organizational leaders' competence and their commitment to the change effort. They further argue that the proposed changes must not adversely affect the employees.

In summary, literature shows that many factors contribute to employees' resistance to change. These include any unanticipated outcomes of change, obstacles and setbacks, and employees' expression to resist the change (Boga & Ensari, 2009). To address resistance to change, the literature reviewed argues that organizational leaders need to do several things such as: be sensitive to harm that the change may bring, effectively communicate the change, adopt a 'non command and control' top down structure, involve employees in the change process and encourage active participation. These actions by the leaders of the organization will create a climate conducive to buy-in on the part of employees transforming them into active participants in the change process. In short, literature that recommend/conclude what is requires to curb resistance to change bear striking similarities with the humanistic management approach. Having discussed the various challenges in managing change, approaches to change management and the possible causes of resistance to change, it is important to move on to the humanistic perspective of managing change.

### **2.11 Humanistic Approach to Change Management**

Literature suggests that a humanistic management approach may be a viable option to managing change within an organization. The humanistic approach grants greater autonomy to employees, build accountability through trust and confidence (Wasioleski & Arnand, 2014) and promote an open system of communication (Jones, 2003; Wasioleski & Arnand, 2014; Lee & Edmondson, 2017). In contrast to other approaches that utilize power and the allocation of resources for change to be realized (Greta, 1992), the humanistic approach introduces the human component in all steps of the change management process, placing all employees at all levels of the organization at the centre of the change process which directly contributes to creating a climate conducive to change.

According to Skinner (2004), in an open system of communication, the integration/introduction of an evaluation instrument/mechanism in the change process may create a space for shared understanding and for continuous feedback on improvement, which will contribute to the overall successful management of change. In addition, a feedback mechanism will document employees' feelings about the change and develop trust in the change process (Blake & Mouton, 1964 as cited by Bell & Boise, 2012). Similarly, Indrayanto, Burgess & Dayaram (2014) alluded to the fact that trust is an important factor in the change process. Communication facilitates the change process and also serves as a conduit for developing trust in the change effort, provided that the communication process incorporates an evaluation and feedback mechanism during the change process. This type of communication may then facilitate strong employee engagement in the change process.

Employing employee engagement in managing change, the humanistic management approach utilizes human resource practices to evoke respect for human dignity, ethical reflection and greater dialogue in the decision-making process; these practices increase the level of employee motivation and employee productivity (Brun & Dugas, 2008) and trigger a high level of motivation towards the change effort, which will translate into a high level of dedication and vigour toward the change. In addition, humanistic approach in managing change allows the organization to adopt human resource management practices that allow the organization to be responsive to the needs of the employees, allows employees to become an integral part of the organization and also allows employees to feel valued, which serve as a source of motivation for employees and generates positive outcome at both the organizational and employee level during period of change (Presbitero, 2016). This in turn, may allow employees not to seek external motivation to embrace the change.

In addition to employees being intrinsically motivated to embrace the change, humanistic management approach considers the maximization of organizational performance as secondary to human dignity, ethical reflection and societal critique of its practices. This approach is seen as the missing link in management approaches (Pirson, 2017). Mele (2003, 2009) as cited by Pirson, (2017), further argues, that one underlying problem with other management paradigm is that it lacks ethical, social and human development qualities, that allow employees to develop as human beings and to be viewed as collaborators within the organization.

To sum up, in managing change, a humanistic approach places employees at the centre of the change process through dialogue, involvement and interaction. Its focus is on respecting human dignity and fostering ethical reflection on decisions through the use of participatory management, effective communication, autonomy and trustworthiness. As a result, employees are treated as partners in the organization. A Humanistic leadership paradigm to managing change does not assume that change starts from a place of stability and believes that employee participation is the key to driving organizational change.

## **2.12 Leadership Style in Police Organizations**

Leadership styles in police organizations are built around Weber's bureaucratic model with its foundation adopted from a utilitarianism principle (Kingshot, 2006). Kingshot (2006) argues that in the police organization, decisions and actions are made based on the utilitarian principle that such decisions or actions are implemented if they result in the greatest possible good of the organization. Within police organizations, the 'greatest good' is often based on the views of organizational leaders and not on the views of members of all

levels of the organization. This perception of the ‘greatest good’ is in part due to the hierarchical and paramilitary structure adopted by the organization that rely on a ‘command and control’ system.

Wuestewald & Steinheider (2012), posit that police organizations too often embrace autocratic leadership styles that rely on hierarchical relationships and organizational cultures built on power and authority. In addition, police organizations embrace hierarchical transactional leadership models built around reward and punishment systems (Denstin, 1999 as cited by Cockcroft, 2014). A leadership model that strives to maintain the organizational status quo is more effective when the organization is not undergoing change (Boga & Ensari, 2009. To this end, Swid (2014) conducted a study on police perceptions of leadership styles and the implications of these perceptions in police organizations in two Middle Eastern countries. Swid (2014) found that employees prefer a participatory leadership style where opportunities are provided for growth in management and leadership. He also found that in a changing police organization, there is the need to adopt a leadership style that is more transformational to complement the organization’s transactional leadership style. Schuertz (2016) argues that during change, transformational leaders are charismatic and use their influence as their source of power to engage and get employees to embrace the change effort while transactional leaders do not engage employees but maximize their effort by meeting the expectations of their followers. Arguably, to be effective during change, organizational leaders need to adopt behaviours that complement their transactional leadership approach (Kreitner, 2007; Schermerhorn et. al., 2005 & O’Shea et. al., 2009 as cited by Swid, 2014).

Similarly, Cockcroft (2014) conducted a study on police culture and leadership and found that due to the complex organizational system of police organizations, there does not exist a single leadership style that would address all circumstances in police. He further argues that leadership styles often conform to different organizational interactions and he asserts that police organizations can benefit from a leadership style based on the values of the employees, and their participation. Similarly, Bruns & Shuman (1988) conducted a study in Arizona, USA on police managers' perceptions of organizational leadership styles and found that law enforcement personnel strongly support a leadership style that is participatory in nature. Both of these studies assert that for the police organization to be successful in managing change, it must cultivate a climate that values employees and support greater involvement of employees in the change process.

In conclusion, while police organizations embrace the utilitarian principles that decisions should be based on the greatest possible good, this practice is primarily based on the perceptions of the organizational leaders and not the employees at a lower level. This discrepancy may happen as a result of the organizational culture and its structure that is built on a 'command and control' system. In addition, police organizations adopt the transaction leadership style built on a reward and punishment platform. This reward and punishment approach is the main strategy that the police organization employs to ensure productivity and buy-in for the change effort. The literature suggests that police organization, during period of change, can benefit from a leadership style that incorporate human resources practices that value employees, embrace activity participation and include employees in all aspects of the change process. Thus, organizational leaders play a pivotal role in successfully managing change and possess the ability to influence employee perception of the change effort (Boga & Ensari, 2009). Having explored the discourse on

leadership approaches in police organizations, it is equally important to develop an appreciation of the organizational climate under which change occurs. This will allow the development of a deeper understanding and appreciation for humanistic factors to influence the climate under which change occurs in the police organization.

### **2.13 Organizational Climate**

Organizational climate consists of many components that are unique to the organization. These components set it apart from other organization and are enduring qualities within the organization that help to sway the internal circumstances under which change occurs within the organization. As enduring quality the organizational climate shapes how employees will react towards organizational transformation and influences their behaviour towards the change effort (Carlucci & Giovanni, 2012). Carlucci & Giovanni, (2012) further suggests that the organizational climate is a multifaceted concept, and is employees' shared perception of the organization circumstances under which change occurs, relative to the different components that form into the organizational climate.

While organizational climate is considered to be multifaceted and unique to an organization, the components that constitute the climate can be categorized into three overarching categories: emotional components, cognitive components and behavioural components (Novac & Bratanov, 2014). The organizational climate Novac & Bratanov (2014), argues describe how the organization view ethics, motivation, communication, information, employees' degree of involvement, leaders-employees interpersonal relationship and ultimately how the employees view management and leadership. In a study of climate of change, process and readiness, conducted by Bouckenooghe, Devos & Van



Den Broeck (2009), they found that within public sector organization inclusive of police organization that there are five dominant components of the organizational climate: politicking, general support by supervisors, trust in leadership, participatory management and cohesion. These components according to Bouckenooghe, Devos & Van Den Broeck (2009) form the basis of the organizational climate within the public sector organization and are built on a human relation perspective.

In the same manner that there exist many components of organizational climate, Carlucci & Giovanni, (2012), argues that there are many factors that influence the organizational climate such as: autonomy, trustworthiness, support, organizational structure and fair play. In a similar study Ijins, Skvarciany & Gaile-Sarkane, (2015) found that empowerment, autonomy, open communication, team orientation and reward system are cultural factors within an organization that influence the organizational climate during period of change. Similarly, Novac & Bratanov, (2014), argue that in order for public sector leaders to improve the organizational performance they should adapt to the organizational climate, be flexible, promote trust and open communication. Further, within an organization there exist several organizational cultural factors that influence the organizational climate during period of change (Ijins, Skvarciany & Gaile-Sarkane, 2015). These factors identified by Carlucci & Giovanni, (2012), Novac & Bratanov, (2014), and Ijins, Skvarciany & Gaile-Sarkane, (2015) are human resource practices that are inherent in the humanistic management approach in managing change. Thus, influencing and optimizing the organizational climate can be accomplished through human resource factors (Neal, West & Patterson, 2004) inherent in the humanistic management approach and in turn the organizational leaders can influence the organizational climate through their leadership style (Novac & Bratanov, 2014).

In the final analysis, while there exist many components of the organizational climate and many factors that influence these components, the climate components and factors are impacted by the organizational culture (Hjins, Skvarciany & Gaile-Sarkane, 2015). The way the organization develops its interpersonal relationship with its members, adopts decision and how it operates in general in managing change is based on the organization culture. However, how these practices are understood and embraced by the organizational member will determine their behaviour towards any change effort (Novac & Bratanov, 2014). Thus, while the organizational culture impacts the organizational climate and leadership approach, how the organizational members interpret and understand the organizational climate may determine their behaviour towards the change effort and their readiness for change or ability to initiate/embrace the change.

#### **2.14 Exploring a Conceptual Framework for Managing the Organizational Climate**

The main aim of the study is to validate the components that comprise the organizational climate during the period of change in the police organization and to identify the humanistic mechanisms or factors that influence that climate. The literature reviewed assert that many change models exist that are linear in their implementation and are built on the need to create the desired climate for change; however, studies that support the value of having a humanistic organizational climate, to facilitate change are scarce.

All the literature reviewed concur that an organization's climate is a crucial element in managing change and that organizations must rely on a change management model to effectively navigate, plan and implement change and be successful. Based on the analysis of the literature, a proposed concept model was developed based on the model created by

Ijins, Skvarciany & Gaile-Sarkane's (2015). The proposed concept model identifies elements of the organizational culture that influences the organizational climate. These are complemented by elements/factors of the humanistic principle which, when combined, highly influence the climate under which change occurs.

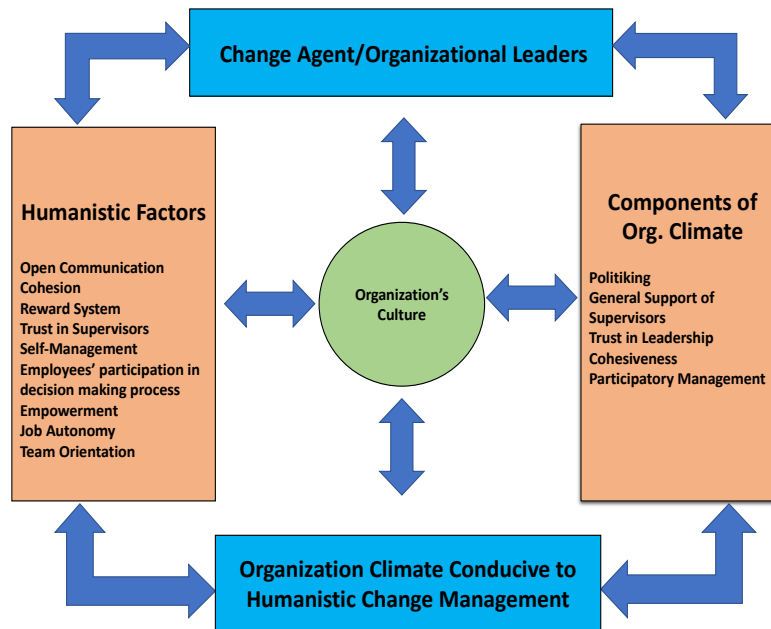
The concept illustrated in Figure 1, is being proposed after assessing the literature reviewed on the various components of humanistic management, the challenges in managing a changing organization, change management models, organizational structures, human resource management practices, organizational climate and organizational culture. The literature reviewed shows that several cultural elements/factors within an organization and several components of the organizational climate work together to regulate or influence the climate during a period of change. The factors regulating or influencing the organizational climate are supported by research conducted by Ijins, Skvarciany & Gaile-Sarkane (2015); Van Der Voet (2016); Hoe (2017) and Fitzgerald & Stirling (1999). Furthermore, research conducted by Bouckennooghe, Devos & Van Den Broeck (2009) identify five components of organizational climate under which change occurs within a public sector organization inclusive of police organization, hence appropriate for this study.

These climate components have an interpersonal relationship orientation and are built from a human relations school of management. The proposed mechanisms or factors stem from the humanistic management approach and are supported by research from Lee & Edmondson (2017); Bonheim (2006); Mele (2003, 2016); Spitzack (2011) and Wasieleski & Arnold (2014) whose research validated the dimension of humanistic approach.

In Figure 1, the proposed conceptual model positions the organizational leader(s) as the lead change agent(s) within a police organization whose primary role is to create a climate conducive to change. This model is built on the premise that the leaders/change agents within the police organization either have been or will be exposed to continuous practical training on being humanistic change managers, once they have assumed these posts. Hence, there is a two-directional arrow from the change agent/organizational leaders to the organizational culture because the relationship is interdependent: the change agent(s)/leader(s) shape the culture and the culture shapes them. There are also two directional arrows from the change agent(s)/leader(s) to the humanistic factors/elements in addition to two-directional arrows from the change agent(s)/leader(s) to components of the organizational climate as identified by the study.

The purpose of this is to illustrate the constant influence the change agent/organizational leaders should have on impacting the organizational culture and ultimately, the organizational climate. The two-directional arrow from the organizational culture to the organizational climate illustrates the significance of having an organizational culture that is in tandem with the climate, they complement each other. Finally, the two-directional arrows between the organizational climate and the humanistic elements/factors as well as the two-directional arrows between the components of an organizational climate and the organizational climate show that these also influence each other. The creation of the climate conducive to change will signify the readiness for change or the ability to initiate the change. Note that this proposed model is a circular and inter-dependent process. It requires full participation from the organizational leader(s)/change agent(s) and for there to be continuous input and inflow of the humanistic approach to leadership and to change in order to foster a climate conducive to change.

Figure 1: Proposed conceptual model adopted from Iljins, Skvarciany & Gaile-Sarkane (2015)



## 2.15 Conclusion

The goal of the literature review was to identify the current debate and challenges in managing a changing organization, to consider the literature on humanistic management perspective and the challenges of managing a changing police organization. The organizational climate, during the period of transformation in an organization is an important factor that influences the change process. Managing and influencing the climate is a dynamic process. For change to be successful, the literature reviewed asserts that the organization must create a climate that is conducive to change. A human-centred approach as set out in the literature is considered to be the missing link in creating a climate that facilitates change. As supported by the literature, creating a climate that is centred on

humanistic factors will trigger a high level of motivation towards the change effort, which will translate into a high level of dedication and vigour toward the change.

The review began from the broad topic of employee relations relative to its influence on managing a changing organization as explained by Kadleck (2003). The literature found that leadership styles has become more human-centred and critical to the organization's success. The review of the literature then focused on the evolution of the theoretical perspective of management that underpinned the various thoughts of leadership as it evolved into a more humanistic perspective in managing change and creating a climate conducive to change.

The theoretical underpinning of humanistic management model/approach was introduced in relation to its influence in creating a climate that facilitates the change process. The literature suggest that the humanistic management approaches have gained renewed interest as an area of management that values human dignity, increase employees' involvement and develops accountability through trust and confidence, while submitting strategies and practices to societal critique for the benefit of the entire organization. The literature asserts that in valuing human dignity and ethical reflection a humanistic leader should adopt human resource practices as expounded by Acevedo, 2012; Zawadski, 2012; Wasieleski & Armand, 2014; Mele, 2016; Hicks, 2016. The review asserts that the complexity of the humanistic principle of managing organizational change within the police organizations can impact the entire organization and the scope of managing changes creates many challenges that must be addressed in transforming the organization.

The review then addresses the change management approach, its importance and the challenges in transforming a hierarchical organization into one that embraces a humanistic management approach. The literature review speaks of the importance of creating a climate conducive to change and explained that the organizational culture and structure were the greatest challenge in adopting a humanistic management approach to manage change. Police organizations conform to authority and hierarchical order and impact the success of any change effort. The literature review also asserts that the organizational culture can impact the organizational climate through human resources practices such as employee involvement, autonomy and effective communication as expounded by Iljins, Skvarciany & Gaile-Sarkane (2015).

To sum up, several aspects of the organizational climate and the dimensions of humanistic principles in managing a changing organization were uncovered in the literature. There are many approaches and challenges in managing change, and effective leadership plays an integral role in successfully managing any organizational change. However, research on change management from a humanistic approach is limited. Consequently, the study needed to validate the components of organizational climate within the police organization under which change occurs, and the humanistic factors or mechanisms that influence these components. Table 1 present the thematic outline that explains the key topics for investigation and key authors. The themes informed the research design, data collection and analysis approach that are outlined in the methodology chapter that followed.

**Table 1: Study of main themes and topics linkage for investigation**

| Research Aim  | Themes  | Topic of Investigation   | Key Authors  |
|---|---|--|--|
| Exploring the humanistic factors that influence the organizational climate during period of change within the police organization | Organizational climate components during period of change               | What are the components of the organizational climate in police organization during period of change?  | Bouckenooghe, Devos & Van den Broeck (2009)  |
|   | Factors/mechanisms influencing the components of organizational climate | <p>What factors inhibit the management of a changing police organization?</p> <p>What factors influence the different component of the organizational climate?</p> | <p>Tummers, Kruyen, Vijverberg &amp; Voesenek, (2015)</p> <p>Ijins, Skvarciany &amp; Gaile-Sarkane (2015)</p> <p>Wasioleski &amp; Arnand, 2014</p> <p>Lee &amp; Edmondson, 2017</p> <p>Collier &amp; Esteban, 1999</p> <p>Mele, 2016</p> <p>Hick, 2016</p> |
|   | Dominant factors influencing organizational climate                     | What are the dominant factors influencing or regulating the organizational climate?  | <p>Ijins, Skvarciany &amp; Gaile-Sarkane (2015)</p> <p>Fitzgerald &amp; Stirling (1999)</p> <p>Cunningham &amp; Kempling, 2009)</p> <p>Lingamneni (1979)</p>   |



## CHAPTER 3. METHODOLOGY

### 3.1 Introduction

This chapter provides an overview of the research paradigm chosen by the researcher and the fundamental characteristics of the chosen research paradigm. The ontological and epistemological positions that guide the study, the major conjecture of the chosen research paradigm and its impact on the study outcome are also presented in this chapter. The chapter also provides the justification for the mixed method sequential explanatory design used in the study and explains the data collection and analysis technique employed to achieve the research aim and objectives.

The aim of this study was to explore the views and perceptions of senior leaders within the police organization in order to manage and influence the organizational climate using a humanistic management approach.

The objectives that drove the study led the researcher:

1. To consider key literature on managing a changing organization;
2. To validate the components of the organizational climate under which change occurs in the police organization;
3. To investigate the perceptions and experiences of senior leaders of the police organization in managing and influencing the organizational climate under which change occurs, using a humanistic management approach;
4. To make recommendations for the management of a changing police organization.

### **3.2 Ontology**

Ontology is described as human perception of reality, basically our view of three concepts: how phenomena really are, how these phenomena really work and how these phenomena interact with each other (Blaikie, 1993 and Crotty, 1998). This reality, Blaikie, (1993) and Crotty, (1998) suggest, takes on two broad and contrasting positions: that reality may exist through the perceptions, actions or experiences of individuals (subjectivism) or that reality is external and independent of those who live in it (objectivism). Subjectivism often referred to as constructionism, describes the social nature of reality (Kovalainen, 2008). In other words, ontologically, social entities can be perceived through either an objectivist or constructivist lens.

In considering their ontological positions, researchers must take into consideration the fundamental properties that are worthy of study in the social world. Our belief about reality in the social world and how to discover that reality sways or influences our ontological perspective, and our chosen ontological perspective will affect how we approach the research and how we interpret the data (Eriksson & Kovalainen, 2008). Therefore, as researchers, our perceptions of reality, our appreciation that there may exist complex overlapping layers of reality, and our experiences, all affect not only the research but also our ontological perspective. That is, a critical realist ontological stance views reality from three overlapping domains: the empirical, the actual and the real. The critical realist's primary concern is causality and looking deeper into the empirical and the actual to uncover the real domain (Bhaskar, 1997; Christ, 2013). This is in contrast to positivism that looks for patterns, principles or scientific regularities of phenomenon to determine causality. By uncovering the real, the critical realist aims to provide the best possible explanation for the phenomenon that is time and context specific (Kovalainen, 2008; Miller & Tsang, 2010).

By examining beneath the actual and empirical experiences of social actors, a critical realist is attempting to uncover the generative mechanisms that regulate the phenomenon.

Ontologically, my chosen philosophical lens, for this research, supports the view that the real world is independent of the knowledge that any one person has of it, a concept, which can only be understood, based on available discourse, where multiple perceptions of the reality exist (Sayer, 2000). The chosen ontological perspective, that social phenomena and their meaning, exist independently of the knowledge that anyone has of it and consists of overlapping layers which fit in line with the aim of the research – that of - is to explore the views and experience of senior leaders within a police organization in managing a changing organization.

### **3.3 Epistemology and Axiology**

A research paradigm is built upon the researcher's ontological and epistemological position (Scotland, 2012). What the researcher believes, about the nature of reality, influences the relationship the researcher will have with what is being studied. That is, the researcher's ontological position influences what can be known (Fleetwood, 2005). Will the researcher gather knowledge objectively or will the researcher influence the data that will be gathered? The researcher's epistemological position is based on the assumption of how we can create knowledge, how we can acquire knowledge and how that knowledge is communicated. In other words, epistemology describes what it means to 'know and how we know what we know' (Scotland, 2012, p. 9).

Epistemologically, there are two ways in which knowledge can be known - objectively or subjectively. Some researchers believe that knowledge is to be gathered in an objective

way where reality is external and theory neutral. In contrast others believe that knowledge should be gathered subjectively, where there exists no external reality without our own observations and interpretations of reality (Eriksson & Kovalainen, 2008). Therefore, Social phenomena, ideas and inquiry are influenced by the epistemological position that the researcher takes in respect to an underlying belief about the nature of reality and what can be known (Denzin, 2002 as cited by Gringeri, Barush & Cambron, 2013, p.55).

The objective and the subjective epistemological stance of gathering knowledge have developed into three main branches - the empiricist, the interpretivist or substantialist view. Eriksson & Kovalainen (2008), suggest that an empiricist view is predicated upon the assumption that reality is observable and is associated with a positivist philosophical position. Subjectivism's view is predicated on reality being socially constructed and associated with the position of interpretivism. Epistemological view of the substantialism is predicated upon the view that, while reality is material, people interpret reality differently in different times and contexts, and it is associated with a critical realist perspective. A primary characteristic of the critical realist epistemology is its view on causation of phenomenon and postulating and identifying mechanisms, which can possible, produce them. This process of postulating is referred to as retrodution, which is the primary epistemological process of critical realist (Easton, 2008). That is, in the critical realist's epistemology, the researcher seeks to investigate what lies beneath the voice of the participants to uncover the generative mechanisms. This is in contrast of the interpretivism epistemology where the researcher reproduces participants' voice about the phenomenon. Therefore, epistemological knowledge can be gathered from different perspectives and the researcher embraces the position that reality changes over time, is context specific and can only be generated through the process of retrodution - a position adopted by the researcher

for this study. While the researcher embraces the view that knowledge is context and time specific, the researcher's philosophical values also shape the outcome of a study.

The theory of values through which an individual strives for an enhanced quality of existence is described as axiology (Viega, 2016), and in the study, the researcher embraced an emancipatory axiological position. Huault, Perret & Spicer (2013, p.5) states that, "...emancipation involves a radical break, whereby the entire socio-symbolic structure is fundamentally changed, and this change is brought about by intellectuals encouraging critical self-reflection that allows people to see the conditions of oppression they suffer."

The researcher embraces an emancipatory axiology in the context that he is identifying with the challenges in implementing mechanisms within an organization that is rigidly hierarchical and that relies on a command and control system and mechanisms that may affect the organization's hierarchical structure and culture. During the research process, the researcher offered senior leaders, within the organization, the freedom to share their experiences without any repressive social and ideological conditions, and offering an emancipatory approach to gathering data.

### **3.4 Critical Realism**

A Critical realist views the existence of the real world as independent of the knowledge that any one person has of it. Knowledge that can only be understood based on available discourse, where multiple perceptions of reality exist (Sayer, 2000). Dobson (2002) as cited by Krass, S (2005, p. 761), argues that our perception of reality is influenced by the organizations or society on our thoughts, words and action. However, Miller and Tsang (2010), submit that a critical realist perception of reality changes over time. In other words, knowledge exists independent of the individual and is context and time specific. As a

result, critical realists accept that there are unobservable phenomena in the real domain that may generate the phenomena that can be observed, the empirical. Therefore, reality can be understood only if we understand the mechanisms that generate or regulate the empirical.

The main objective of critical realists is to use the perception of empirical events to identify the generative mechanisms (Volkoff et. al. 2007, as cited by Zachariadis, Bygstad & Munkvold, 2011, Scott & Barrett, 2013). That is, critical realist uses the empirical phenomena to uncover the underlying mechanisms that generate the phenomena. In other words, the researcher, after identifying the empirical phenomena, would move to uncover the actual, then the real realm of reality, in the hope of uncovering the generative mechanisms. Mechanisms are causal structures that trigger or produce an event and may produce an outcome that is context specific (Bygstad & Munkvold, 2011, p.4). As a result, the critical realist is concerned with the condition or process under which events occur that is context and time specific.

Thornhill, Saunders & Lewis, (2016) argue that a critical realist "...focuses on providing an explanation for observable organizational events by looking for the underlying causes and mechanisms through which deep social structures shape everyday organizational life" (p. 140). In explaining what causes events to occur, critical realists use causal language to describe reality (Easton, 2008). In other words, causal explanations are critical to a critical realist and seek to uncover, "What caused the phenomena to happen?" (Easton, 2010, p.221).

Bhaskar (1997) and Christ (2013) contend that ontologically, the realist's view of reality comprises of complex overlapping layers. We can analyze each layer from three different

levels: the empirical (which can be observed and experienced), the actual (the occurrence of the events, which may consist of multiple reality and may not be able to be observed) and the real (power and liability). Walsh & Evans (2014), suggest that the real underpins the actual and the empirical. As researchers, our perception of reality, together with our appreciation of the existence of complex overlapping layers of reality, and our experiences, affect not only the research but also our ontological perspective of reality. In fact, our knowledge of reality cannot be understood independently of the social actors that are involved in creating that reality. Critical realist ontology supports this perception; therefore, it is an ideal stance for this study. That is, without conducting investigations into what is observed or experienced by the participants of the study, it is difficult to get an insight into the empirical, the actual and the real realms of reality (Easton, 2010 p.121).

In uncovering the generative mechanism, critical realists use the inferential process of retrodution. Retrodution is the primary epistemological process of critical realists and is a meta-process that seeks to uncover the generative mechanisms (Easton, 2008). Sayer (1992, p.107) also writes that retrodution is a mode of inference that moves from that which is experienced or observed, to postulating the underlying mechanisms that can generate the phenomena. In the study, the researcher used the process of retrodution and abstraction to conceptualize the different components of the interviewee's experiences in an effort to uncover the generative mechanism. This process of retrodution is the ideal stance for a study that combines the results of the quantitative data and the interpretive findings of the qualitative data to create a single abstract idea about the organizational leaders' perceptions and experiences in developing the organization's climate (See Figure 2). The critical realist view of reality and the process of postulating to uncover the underlying mechanism set it aside from other paradigms.

The critical realist's strength can best be described in contrast to the paradigm of positivism and interpretivism (Ogland, 2017). In the critical realism paradigm, its ontological view of reality, is viewed as the main strength; this is in contrast to positivism that reduces reality to a measurable state, and views constructivism as reducing reality to our knowledge of it (Mutch & Willcocks, 2013). However, they argue that our ability to interpret the data and theoretical lenses limit critical realism.

In contrast to the positivist and interpretivist paradigms, the critical realist embrace pluralism in methodology, and as such, combines the natural laws and forces with the recognition that it is necessary for researchers to understand the meaning of reality using an interpretivist approach (Sayer, 2003). Thus, the critical realist embraces both the quantitative methodology from a natural law perspective and qualitative methodology from an interpretivist perspective.

### **3.5 Methods**

Critical realists promote the use of methodological pluralism, and mixed method approaches are becoming increasingly prevalent in realist research (Zachariadis et. al (2013) & Olsen, 2010, xxxiii). In a critical realist paradigm, knowledge is generated through empirical investigation whilst maintaining an interpretive element and developing abstract reasoning (Ackrod, 2004, Sayer 2000, Tsoukas 1989 as cited by Modell 2009). Further, critical realist embraces both the quantitative methodology from the natural law perspective and qualitative methodology from the interpretivist perspective (Sayer, 2003). The paradigm guiding this study is based upon a critical realist philosophical stance that adopts a mixed method sequential explanatory design.



The major conjecture of a mixed method approach is the premise that researchers have the latitude to collect and analyze data, integrate the findings and draw inferences using both qualitative and quantitative methodology in a single study (Tashakkori & Creswell, 2007 as cited by Alavi & Habek, 2016, p. 63). Furthermore, the mixed method approach allows the researcher to have a richer approach to data collection, analysis and interpretation and is the method that has been widely utilized in business and management research (Thornhill, Saunders & Lewis, 2016). Whilst, the mixed method approach can be applied in several different ways, this study used a quantitative then qualitative approach, sequentially. This allowed the researcher to develop an appreciation for a two-phased approach to research.

The mixed method approach also ‘broadens the dimension and scope of the research and may lead to a more precise and holistic perspective of human behaviour and experience’ (Pinto, 2012, p. 813). That is, by ensuring that the research finding is grounded in the participant experiences, the mixed method approach allows the researcher to generate a deeper understanding of people’s actions and the reasons behind their actions.

In a critical realist paradigm, such as the one used in the study, the role of qualitative method, in this mixed method approach, is more profound since it plays a crucial role in uncovering the generative mechanisms that regulate the actual and the empirical realm of reality (Zachariadis, Scott & Barrett, 2013). The quantitative method, in this mixed method study, primarily serves as a descriptive role (Zachariadis, Scott & Barrett, 2013) to uncover the empirical.

In summary, in selecting the appropriate method for the research, the researcher selected a method that is compatible with the chosen research paradigm, and at the same time, a

method that would limit the researcher's direct intervention with frontline employees and their supervisors. The researchers chosen method was also based on its ability to engage the organizational leaders in evaluating their experiences and perceptions for improving and influencing the organizational climate under which change occurs. For these reasons, the research data collection process included a self-administered questionnaire (see Appendix E) and semi-structure interview (see Appendix F). The application of the chosen methods provides an interpretive spin on reality as seen by the social actors involved in the study, while preserving a factual causation of the phenomena.

### **3.6 Data Collection Process**

The research data collection process includes a self-administered questionnaire (see Appendix I) adapted from Bouchenooghe, Devos & Van Den Broeck (2009).

Bouchenooghe, Devos & Van Den Broeck conducted a study on organizational change within public sector organizations, inclusive of police organization, and developed an organizational change questionnaire that can independently assess an organization's climate components, the processes components and the readiness components. In their study, they found that from an interpersonal perspective during the period of change, within the public sector organization, there exist 5 climate components, 3 process components and 3 readiness components. The researcher adopted this instrument because of its reliability and validity in determining the organizational climate in the public sector organizations under which change occurs independently of the process and readiness components. While the instrument limits the organizational climate under which change occurs to five of the most prevalent components of organizational climate, the instrument has been tested extensively on public sector organizations, inclusive of police organizations, making it a reliable and valid instrument with which to gauge the organizational climate under which change occurs

within police organizations. After analysing the quantitative data, the researcher conducted qualitative interviews, semi-structure interviews with the head of the police organization and his top management team, after which he analysed the data thematically. Initially, the researcher had considered using Nvivo to manipulate and analyze the interview transcript. However, mastering the software was challenging and time consuming. After a couple of weeks, the researcher decided that since the sample size for the semi-structured interviews was small, employing manual manipulation and analysis would be ideal. In addition, the researcher used the mixed method design in processing the quantitative then qualitative approach sequentially. This research design allowed the researcher to use the quantitative methodology to provide the contextual background and to formulate the interview questions (Thornhill, Saunders & Lewis, 2016).

The research applied a mixed method approach using multiple data collection methodologies. Data collection approaches included:

1. Adopting a self-administered questionnaire that has been developed by Bouckenoogh, Devos & Broeck (2009). This instrument was used to identify the components of the organizational climate under which change occurs. In their research process, Bouckenooghe, Devos & Broeck (2009) developed an 18 items psychometric tool that assesses the dimension of change, using an interpersonal dimension that forms an integral component of the humanistic approach to management. The instrument takes into consideration that employees need trust, support and cooperation to function effectively within the organization. While, research in humanistic management is limited (Spitzeck, 2011), its acceptance in business practices requires that research and its

application produce compelling outcomes that maximize organizational performance (Spitzeck, 2011, Mele, 2013). In phase one of the study, social actors comprised of the frontline supervisors and front-line employees.

2. In phase two of the study, the researcher conducted semi-structured interviews with the top management team of the police organization. The researcher used this same instrument to determine organizational leaders' perceptions and experiences of the mechanisms needed to manage and influence the organizational climate. The semi-structured interviews yielded the primary source of data collected. The researcher used the data from the first phase, along with the literature review to construct questions guiding the semi-structured interviews.

In line with the critical realist paradigm that encapsulate that knowledge at the empirical realm can be best understood through the eyes of those individual that experience that reality and being aware that front line employees and front line supervisors are the most affected by the climate under which change occurs, the researcher is of the view that they can best identify the components of the organizational climate. Thus, the researcher limited the sample to front line employees and their supervisors in stage one of the study.

In similar vein, in answering objective 2 of the study, the semi-structured interview probed the organizational senior leaders' perceived mechanisms to manage the organizational climate identified in phase one of the study. In addition, in considering the data collection approach the researcher took into consideration the police organization structure and culture that is inherent in the command and control system of the organization. In order to

influence and optimize the organizational climate through human resource factors that is inherent in the humanistic management approach requires that the organization leaders adapt a leadership style that can facilitate a conducive climate by creating a readiness for change or the ability to initiate change. Thus, the organizational leaders are in a better position to determine the mechanisms they would embrace in managing the organizational climate during period of change. As a result, the researcher limited the sample in this stage of the study to senior leaders of the police organization, who are in a better position to offer a richer narrative on the mechanisms they would embrace in their chosen leadership paradigm, to influences the organizational climate.

### **3.7 Sample**

Sampling in mixed method research requires that the researcher be knowledgeable in both quantitative and qualitative sampling (Sullivan, 2009). Sullivan further asserts that sampling design in mixed method research falls under two classifications of time orientation, which uses quantitative and qualitative method to collect data: concurrently, or sequentially. The quantitative and qualitative samples Sullivan suggest may be: identical, parallel, nested or multilevel. Considering the nature of the study, the researcher adopted a sequential mixed method research approach with a multilevel sampling relation. In the multilevel sample relation, the quantitative and qualitative samples were selected from different levels of the population (Sullivan, 2009).

The multilevel sampling relation consisted of the frontline employees and their supervisors and senior leaders within the organization. In phase one, the population consisted of 1,765 front line employees and supervisors. The researcher arrived at the size of sample group of  $N = 316$  by using an online sample calculation from the Survey System with a confidence

level of 95% and margin of error  $\pm$  5%. The sample was randomly selected using Microsoft Excel, and the self-administered questionnaire was posted to participants via the organization's internal mailing system. The researcher requested the direct return of the field questionnaires, using the envelope provided. Despite reminders being sent out to maximize the response rates, employees in the sample returned 208 completed questionnaires out of 316, representing a response rate of 66 per cent. Although less than anticipated, this response rate according to Babbie (1996) represents a good response for mail questionnaires (as cited by Balnaves & Caputi, 2011, p.76).

In stage two of the study, the sample consisted of ten senior leaders in the police organization inclusive of the head of the organization. All the interviews were conducted in the senior leader's office and lasted on average for approximately forty-five (45) minutes. On average, the senior leaders that were interviewed had 28 years of service within the police organization.

It is important to point out that the research was primarily concerned with the experiences and perceptions of organizational leaders in uncovering the mechanisms to manage the organizational climate. The research focuses on a strategic and tactical layer of senior leaders within the police organizations. These organizational leaders were selected since they are the policy and compliance arm in the police organization and the researcher believes that they were in a better position to offer a richer narrative on the mechanisms they would embrace to manage the organizational climate, during the period of change. It is important to note, also, that the police organization at senior leaders level comprise of only 13 senior leaders within the organization. Three senior leaders declined to participate or were unavailable due to vacation leave.

In Stage one, demographics data collected during the administration of the self-administered questionnaire, included the number of years of services and position within the organization. Twenty-three per cent of the participants were frontline supervisors and seventy-seven per cent were front line employees. The respondents on average had seven years of service within the organization. The researcher collected demographic data to see if the respondents' demographic profile paralleled the population. It turns out that the demographic data collected does parallel the organization population of frontline employees and supervisors. Given that the response rate was good for the mailed questionnaire and the demographic profile of the respondents paralleled the organization's actual population, the result in stage one is representative of the members' view of the components of the organization's climate that drive organizational change.

Stage two of the multilevel sampling included senior leaders from within the Police Organization. As part of the delimitation of the population of managers within the organization, the researcher limited the sample to managers within two levels of top management or rank for phase two of the study as follows: (1) The organization leaders at the strategic level, responsible for the direction the organization will take, and (2) organizational leaders at the tactical level who are responsible for coordinating the overall tactical response in compliance with the organizational strategy. The latter also played an interpersonal role in monitoring the progress of organizational goals - for instance from police formation commanders or branch heads.

In respect to phase one, a sample of frontline employees and frontline supervisors participated to identify and validate the components of the organizational climate. Being aware that frontline employees and front-line supervisors are the most affected, and can

best identify the components of the organizational climate, the researcher limited the sample to them, in this stage of the study. In phase one of the research, the sample of participants who participated in the study paralleled the organization population. About three-quarters (77%) of the participants were frontline employees and about a quarter (23%) were frontline supervisors. In respect to educational background eighty-five (85%) of the participants had a high school diploma. Eighty-four (84%) of the participants were males while sixteen (16 %) were females. (See table 2).

**Table 2: Respondents’ Demographic Information for Phase One of the Study**

| Profile                          | Frequency | Percentage |
|----------------------------------|-----------|------------|
| Gender                           |           |            |
| Male                             | 175       | 84 %       |
| Female                           | 33        | 16 %       |
| Education                        |           |            |
| Elementary School Graduate       | 13        | 7%         |
| High School Certificate          | 176       | 85 %       |
| Undergraduate Degree             | 19        | 8 %        |
| Position within the Organization |           |            |
| Front Line Supervisors           | 48        | 23 %       |
| Front Line Employees             | 160       | 77 %       |

### 3.8 Data Analysis

As noted earlier, critical realist aim is to uncover and describe the mechanisms that have produced an event. These mechanisms are causal structure that triggers an event and can be used to explain phenomena. In the critical realist paradigm, these causal structures are uncovered using the process of retrodution (Bygstad & Munkvold, 2011).



Knowledge creation that uses a retroduction process is consistent with both a critical realist paradigm and a mixed method approach. The retroduction process (See Figure 2) consists of collecting and interpreting quantitative and qualitative data separately, and the results are integrated after the interpretation of the findings. (Creswell et.al., 2003 as cited by Alavi & Habek, 2016). Bhaskar (2009) as cited by Belfrage & Hauf (2017, p.254), state that in the process of retroduction, arguments generally move “from a description of some phenomenon to a description of something which produces it or is a condition for it”. Belfrage & Hauf (2017) further assert that in the retroduction process, in providing causal explanation, the researcher moves back and forth between empirical phenomena and the possible mechanisms that can produce them, in the hope to get a deeper understanding of reality. That is, in a critical realist paradigm, the sequential design facilitates the retroduction process; a process that occurs when the researcher describes an empirical phenomenon by explaining, postulating and identifying the mechanisms that can possible produce them (Papchristos, 2018). In the study, the empirical phenomenon constitutes the components of the organizational climate.

The explanatory sequential design primarily focuses on providing explanation and interpretation among the variables being studied. In this design, the researchers first collect quantitative data followed by qualitative data and interpret separately, thereafter (Alavi & Habek, 2016). The researchers integrate the result after the interpretation of the finding. Johnson & Christensen (2004) as cited by Molina-Azorin (2012), argue that because of its ability to incorporate both quantitative and qualitative methodology into a single study, the mixed method approach produces a more comprehensive research outcome that increases both the study’s validity and confidence in generating a deeper understanding of the phenomena under study. In order to investigate the factors that influences the

organizational climate during period of change the data analysis was conducted in two phases:

Phase 1: Validated the components of the organizational climate through factor analysis and descriptive statistics

Phase 2: Identifies the humanistic factors that influence or regulate the components of the organizational climate through the process of thematic analysis and retrodution process

**Phase 1:**

To analyze the self-administered instrument used in the study, the statistical software program, Statistical Package for Social Science (SPSS), was used. The responses to the items were subjected to a factor analysis using Principal Components Analysis and a Direct Oblimin rotation. To determine the adequacy of the sample size and factorability, the Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy were used (Tabachnick & Fidell, 2001 as cited by Jones et.al. 2003). Bartlett's Test of Sphericity, for the purpose of factor analysis, showed that there were significant correlations among the items (Chi-Square = 801.3,  $p < 0.001$ ). The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .75, meaning the factorability of the instrument was encouraging to utilize factor analysis to extract the components.

The number of components retained was determined first by the number of eigenvalues greater than one, where five components had eigenvalues greater than one. The scree plot was then assessed and it indicated that the eigenvalues had two points of inflexion, at the fourth and at the fifth variable. The Monte Carlo PCA for Parallel Analysis was then used to confirm the number of components to extract. A component in this case is considered

significant if the eigenvalues extracted are greater than those generated from the Monte Carlo Parallel Analysis (as cited by Ledesma & Valero-Mora, 2007, p. 3). In this way, the number of components was fixed to four and the factor analysis was performed. This process resulted in four components retained for the study that accounted for 52.5 per cent of the variance. Items that loaded below 0.30 or had high secondary loadings, on other components, were eliminated. The responses for each variable from the self-administered questionnaire were grouped and the measure of central tendency (Mean) and the measure of dispersion (Standard Deviation) were computed, to measure data variability and dispersion. The percentage of the participants who strongly agree/agree or strongly disagree/disagree with the different climate components were also computed in order to determine the degree of variability from the measure of central tendency (mean).

## **Phase 2:**

Qualitative interviews were conducted and the data was manually manipulated. To preserve the explanatory study design, the theme or category formulated in phase one of the study were used as a basis from which to broaden the discussion of the mechanisms to manage or influence the organizational climate. In phase two, to identify the themes, thematic analysis was used along with the inferential process of retroduction to uncover the generative mechanism. Thematic analysis was used to identify, analyze, and report on themes drawn from the data collected from the interviews. This approach was used because of the insights thematic analysis can produce. All data was recorded using a coding process to protect the privacy of the participants and the organization, and the researcher, maintained data integrity at all times. First, the interviews were recorded using a digital recorder and thereafter transcribed verbatim. The researcher listened several times to the audio recordings of the interviews during the transcription process to ensure transcription

accuracy. This was a tedious and time-consuming procedure as the researcher had to listen to the recording several times to develop a deeper understanding and appreciation of the information shared by the organization senior leaders and highlighting words or phrases of interest on the data that was transcribed. Next, structural coding was applied to the structure of the interview to permit interpretation of the interview transcripts. This process involves examining the words spoken in small discrete parts and identifying concepts contained in the spoken text, so as to generate a list of codes to see if the responses align with the research objectives. To manage the information, the author prepared a spread sheet in Microsoft Excel.

During the coding process, the research objectives and humanistic dimension were kept in mind, and once the point of discussion related to a mechanism, it was coded accordingly and discussions that the researcher consider unrelated to a mechanism were not coded nor included in the analysis. Consistencies in coding were preserved by maintaining a brief description of the codes in a ledger. The ledger initially contained a set of pre-set codes derived from the literature review. The coded descriptions in the ledger were consulted whenever there was need for clarification of a particular piece of data in the interview transcript. The codes were developed based on concepts used in the literature and the researcher's intuition played a significant role as he referred to the literature in developing the codes and describing the empirical phenomenon by explaining, postulating and identifying the conditions that can possible produce them. The researcher accomplished this by asking and answering several questions during the process, for example: What internal relations make politicking what it is? What makes politicking possible within the police organization? What mechanisms must exist for politicking to exist? The semi-structure interview also assisted in this process. That is, in politicking, one moved beyond

the concept of politicking, towards a more comprehensive understanding of the actual and real conditions under which politicking might exist within the organization. This process also led to the identification of generative mechanism to regulate the components of the organizational climate.

The next step in the process involved identifying and sorting the codes into meaningful groups to arrive at potential themes that emerge. Similar codes were clustered together to form subordinate categories and the subordinate categories were furthered clustered together into superordinate categories or themes. The revision of the themes and sub-themes were then conducted to ensure that the codes within each theme cohere together, with related themes and sub-themes grouped together. At the end of the process, eight different themes emerged from the analysis (See Appendix F).

In the analysis of the transcripts, the researcher manually manipulated the data. With the themes developed, the researcher integrated the results following the interpretation of the finding, to develop a conceptual model to highlight the different dimensions affecting the organizational climate and mechanisms and conditions for it to be embraced by the organization. The data collected in the initial phase were used to evaluate the organizational climate under which change occurs. The images or explanations, produced in the second phase, were combined with the analytic frame to create a representation of social life, phenomena and images that senior leaders use to manage or influence the organization's climate (See figure 2). The data analysis produces three core themes that emerged and formed the structure of the finding chapter:

- The components of the organizational climate during period of change

- The factors influencing the components of the organizational climate
- The regulating mechanism for the organizational climate

**The Retrodution Process**

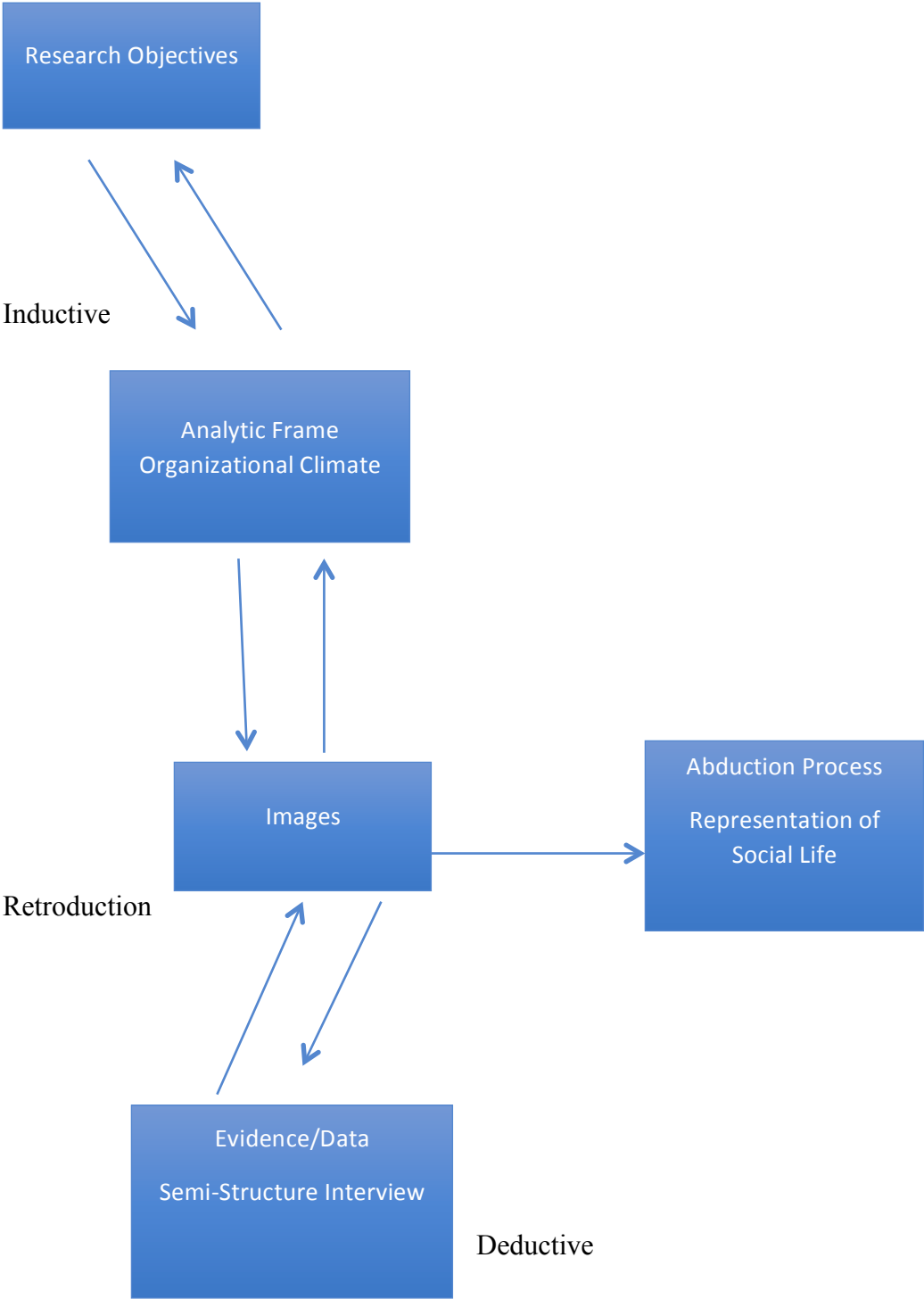


Figure 2: Adopted from Saether (1998)

### **3.9 Pilot Study**

The researcher conducted a pilot study prior to the full study to test sample size adequacy and to validate the components of the organization's climate. In the pilot study, prior to the administration of the questionnaire, the researcher selected a sample of frontline employees and their supervisors to be part of the pilot study ( $n = 35$ ). This sample consisted of employees only from one of the six police districts where the researcher works. In the pilot study, the researcher tested the sample size to see if it would produce a positive defined matrix or contained variables with negative eigenvalues and to test whether a partial confirmatory analysis or regular factor analysis should be used in the study. The researcher used a partial confirmatory analysis in the pilot study to validate the components of the organizational climate under which change occurs within the organization, with the objective of conducting a confirmatory analysis in the full study. Moreover, the pilot study allowed the researcher to appreciate that the study's approach must be practical. Thus, after consultation with the researcher's supervisors, the researcher decided to use factor analysis, since in stage one of this study, the intent was to validate the components of the organizational climate under which change occurs within the police organization. The pilot study provides the opportunity to test both the quantitative and qualitative phase of the study, and to determine the strength and weakness of both methods. In the qualitative interview phase, the semi-structured interview questions gave the researcher a better feel for the relevance of the questions, for possible responses and for the retroduction process. The researcher gained assurance and confidence in the method used and a better appreciation of the role of an independent researcher in an organization in which he is a senior officer. Thus, the pilot study gave the researcher insights in conducting a study in an organization where the researcher can switch roles from senior manager to an independent



researcher. Finally, the opportunity to conduct the analysis gave the researcher the opportunity to see how emerging themes connect to previous studies.

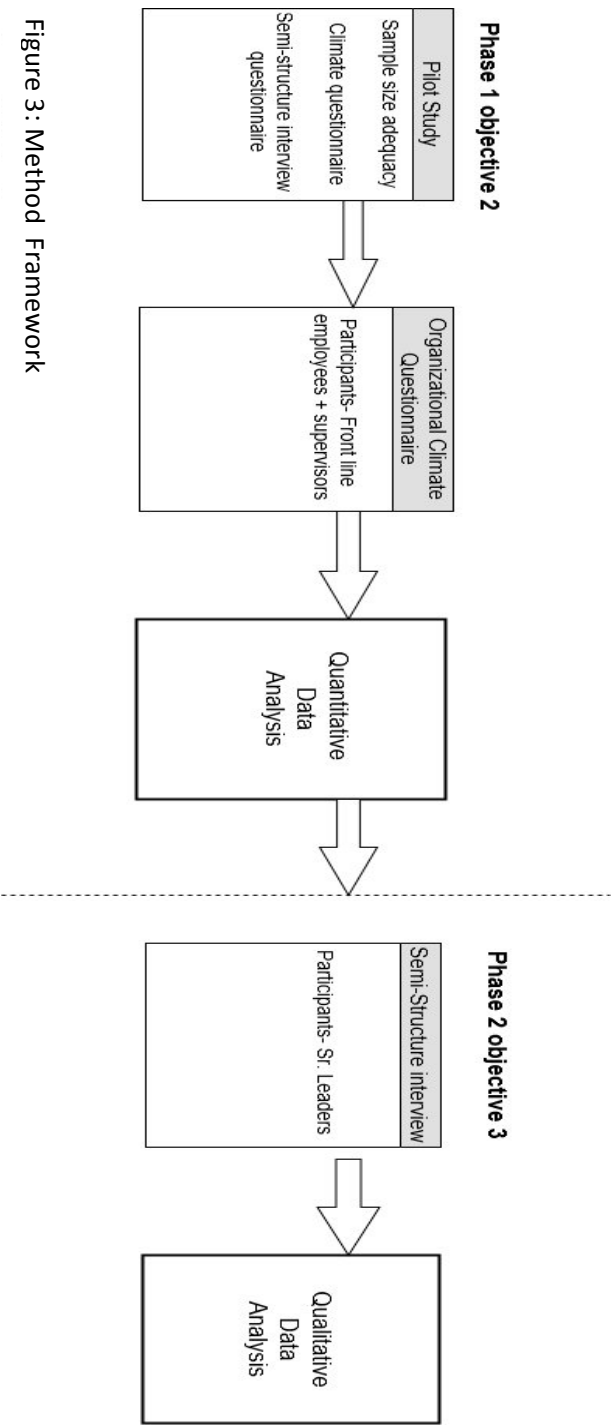


Figure 3 : Method Framework

### **3.10 Ethical Issues**

Research should be designed, reviewed and conducted with ethical considerations, and as researchers, we should consider the values and principles of ethical conduct (Adams & Kaewhungwai, 2019). In this case, strict adherence was followed regarding the guiding principle of Edinburgh Napier University code of practice on research integrity. In addition, while ethical issue may vary among research, some general ethical principles applied between researches. In general, voluntary and informed consent must be obtained from the participants, anonymity, confidentiality and privacy must be respected, and the research must be of benefit and not cause harm (Beneficence) (Fouka & Mantzorou, 2011) & Akaranga & Makau , 2016). In consideration of these ethical principles the below approaches were used:

#### **3.10.1 Voluntary and Informed consent**

Obtaining participants voluntary consent to participate in a study requires that the researcher explain to the participants the purpose of the study; the possible risks involved and observed anonymity (Akaranga & Makau, 2016). In the study, each participant was provided with a research consent form (See Appendix D). The consent form indicated the approach applied in the collection of the data, how the data gathered would be used and the purpose of the research. This was sent to the participants prior to the data collection process. The semi-structure interview questions were also provided to the participants, prior to the interview, to ensure that the participants understand the nature of the research and to reassure confidentiality of the research data that would be collected. Each participant was also informed that they could withdraw from participating in the study at any time without

any negative consequences. Participants were also informed that the data collection process will include a self-administered questionnaire to front line employees and their supervisors, and a semi-structured interview conducted with the organization senior management. Participants (selected) were also informed during the interview process about the purpose of the research, including the reasons why they were chosen to participate. Written consent was obtained in advance from the participants, indicating their voluntary participation in the study. In addition, written permission from the head of the organization, to conduct this study at the police organization was obtained.

### **3.10.2 Respect for Anonymity, Confidentiality & Privacy**

Information provided by participants in confidence must be protected and researcher must ensure that no information collected will lead to the identity of the participants (Akaranga & Makua, 2016). When the participants' identity cannot be linked to the personal responses, then the researcher has observed anonymity. In addition, confidentiality requires that researcher manages the information collected to protect the participants' identity, and participants must maintain the ability to give and withhold information freely during the data collection process (Fouka & Mantzorou, 2011). In the study, every effort was made to ensure anonymity and confidentiality; in addition, the researcher utilized a coding system in the data collection process so as not to link participants with the responses.

### **3.10.3 Beneficence**

The concept of beneficence requires that research “be of benefit and do not harm.” As a result, the researcher must not only explain to the participants the purpose of the research

but also the benefits of the study (Akaranga & Makau, 2016, p.6). Contributing to knowledge of police organization, to manage and influence the climate under which change occurs, is vital for the success of a changing organization. This outcome is of benefit to the researcher and the participants whose participation provides the study outcome. As a result, the researcher has to ensure that the study is of a quality that adheres to strict ethical principles.

Finally, the researcher's position - as a senior leader in the police organization - may be seen as susceptible to researcher bias. While this may be seen as a limitation that influence the data collection and analysis process, the researcher's position and experience in the police organization may, on the other hand, be seen as conducting the research from a position of strength, as the researcher's observations about the underlying structure may not have been possible without his position and observation within the police organization. As a researcher in a senior leader position in the police organization under study, I have intimate knowledge of the organization, its culture and staff. Therefore, it is important for me to highlight the ethical implications of my position as a senior leader and researcher in the police organization. To mitigate any undue influences as a researcher and a senior leader within the organization, the self-administered questionnaire was mailed in a sealed envelope to front line employees, and their supervisors, using the organization's internal mailing system. I also provided participants with an envelope to submit the completed questionnaire directly to the researcher in the sealed envelope. While my position as a senior leader in the Police Organization has its ethical implications, it also places me in a privileged position of trust and the ability to engage with participants, in particular, in conducting the semi-structured interview with organization leaders and his top management

team. During the interview, I reframed the questions in many instances, used a reflexive journal to document my belief and thought, and an audit trail help to maintain and keep track of all my data. I also use prolong engagement with my data and use thick rich descriptions as told by the participants in my research write up. This allows me to reduce any biases; I also conducted the research using objective method and procedures. Notwithstanding my position as a researcher within an organization that I am intimately involved in, I was able to conduct an independent study, while preserving a critical realist's position.

### **3.11 Conclusion**

This chapter summarized the author's research methodology. The author used a sequential mixed method with explanatory design to explore the mechanisms in managing and influencing the organizational climate within the organization. The author analysed the data using descriptive statistics, factor analysis using principal component analysis and direct oblimin rotation, a method used since the variables correlated. The author used a thematic analysis approach with structural coding to analyze the interviewee transcripts, and he manipulated the data manually. In the study, the author explored the major assumptions of the critical realist paradigm, and he delineated their application and corresponding research design, the sampling strategy, data collection and analysis of the procedures followed.

In this study, the author selected a sample of frontline employees and supervisors to participate in phase one of the study. To arrive at insights into the actual and empirical representation of any actions or context under which change occurs within the organization, a critical realist embraces the perspective that the study must be conducted with the

participation of those actors who experience it, within the organization (Easton, 2010). To this end, the researcher is of the view that the frontline employees, and their supervisors, are in a better position to articulate the organizational climate under which change occurs. In stage two, the researcher interviewed participants at two hierarchical levels within the organization: the head of organization and his top management team. Out of the thirteen senior leaders within the organization, ten participated in the study. These senior leaders within the organization are referred to by the organization as the commissioner's cabinet and serve as the main policy recommenders within the organization. The retroduction process of the mixed method paradigm allowed the researcher to uncover the generative mechanism that influences the organizational climate under which change occurs.

The mixed method paradigm of conducting research serves as the ideal methodology to use in the study because it gives the researcher the opportunity to collect and analyze data, both quantitatively and qualitatively, thus minimizing the limitations of any single method. The researcher shares the view that the mixed method approach provides a broader dimension and scope of the research, which may lead to a more complete and holistic perspective of social actors within the organization (Pinto 2012, p.813). In addition, the mixed method process, of using both the quantitative and qualitative method in a single study, has allowed the researcher to develop an appreciation for a two-phase approach to the study.

The findings will be discussed in the next chapter. This chapter provides a detailed account of the findings derived from the study, and direct quotes were used extensively throughout the chapter to provide a rich account of the mechanisms to manage the organizational climate.

## CHAPTER 4. FINDINGS

### 4.1 Introduction

This chapter presents the findings of the sequential (Quantitative – Qualitative) explanatory mixed method investigation and seeks to uncover, the empirical (the climate components), the actual (the causal mechanisms) and the real (the generative/regulating mechanism) in order to provide a critical realist's explanation between the mechanisms and the organizational climate during transformation. The findings are presented in two sections: section A reports on the quantitative findings and represents the components of the organizational climate during transformation, and section B represents the causal and generative mechanisms of the organizational climate.

The objectives of the research were to consider the literature in managing a changing organization, to identify the components of organizational climate under which change occurs within the police organization, to investigate the underlying mechanisms that influence and generate the overall organizational climate and to make recommendations for the management of a changing organization. The purpose of answering these questions was to address a management issue occurring within the context of a police organization in the Caribbean. In 2012, the policing organization under study had embarked on a strategy of attracting more academically qualified individuals who could link democratic governance, with police objectives, through meaningful inclusion of employees in the organization, a transformation that requires greater employee autonomy and participation in the decision making process be afforded to organizational members (Policing Plan 2014 – 2016).



The transformation of the police organization presented a challenge to this organization (that for years has embraced a hierarchical organizational culture and structure of command and control) where top management delegated work with minimal input from employees (Lingamneni, 1979). Thus, the transformation, of the police organization in this study, began in a dynamic environment. As the organization continues its transformation, the need to manage the organizational climate, under which change occurs, becomes more critical for the change process to be successful.

This chapter presents the findings of the data analysis relative to the research objectives 2 and 3, as follows: 2) to investigate the organizational climate under which change occurs in the police organization, and 3) investigate the underlying mechanisms that manage and influence the organizational climate during period of change. The sequential explanatory research design requires that quantitative data be collected, initially followed by collection of qualitative data, where the qualitative phase builds directly upon or is informed by the quantitative phase. In the sequential explanatory research design, the quantitative and qualitative data are analysed separately then integrated thereafter. In analysing the data, critical realist utilizes the process of retrodution.

To accomplish the research objectives, the critical realist uses causal explanatory critique to examine the empirical, the actual and the real, of the organizational members' experiences and perspectives of the organizational climate under which change occurs and its underlying mechanisms. The first section of this chapter delineates the empirical and addresses the organizational climate under which change occurs. The main finding suggests that politicking, participatory management, general support by supervisors and trust in leadership comprise the four organizational climate components driving change within the

police organization under study (see figure 4). The second section explores the underlying mechanisms that influence or regulate the organizational climate. The main findings suggest that in the real realm of reality, organizational culture serves as the generative mechanism that regulates the actual and the empirical events during period of change. The findings also identify several cultural factors/mechanisms (effective communication, employee autonomy, fair play, trust and self-management) that influences the organizational climate and suggest that communication and leaders' attitude serve as important underlying factors that impact or influence the different mechanisms during period of change (See figure 5). In the second section, the participants are labelled for the sake of anonymity as Sr. Leader 1, Sr. Leader 2, and Sr. Leader 3 up to Sr. Leader 10.

#### **4.2 Section A: Components of Organizational Climate**

Police organizations often subscribe to the utilitarian principle that focuses on practices and principles that embrace and result in the greatest possible consequences or good for the organization (Kingshott, 2006). This 'greatest good' within the police organization, because of its paramilitary structure, is often based on the organizational leaders' perceptions. The organizational leaders' perceptions of the 'greatest good' are in contrast to the humanistic principle where the 'greatest good' is based on employee participation. Thus, in police organizations, transformation or change takes place or is initiated within an organizational climate that involves only the very top of the organization and is then handed down to the rank and file with little or no input from lower ranking organizational members. In a changing organization, the organizational climate impacts the change process. As a result, during change, the organizational climate may need to be flexible, responsive and participative in order for any change initiative to be successful (Collier & Esteban,

1999). The findings presented in this section form the quantitative phase of the sequential (Quantitative – Qualitative) explanatory mixed method investigation and seek to uncover the components of the organizational climate during period of transformation.

In order to address objective 2, a self-administered questionnaire was adapted from Bouckenooghe, Devos & Broeck (2009). This instrument has been extensively tested on public service organizations, (inclusive of police organizations), and identifies five possible components of the organizational climate under which change occurs within an organization: politicking, cohesion, general support by supervisors, trust in leadership and participatory management. This questionnaire was adopted because of its reliability and validity in assessing the organizational climate during a period of change.

Additionally, the organizational climate was validated using several statistical instruments. The factor analysis pattern matrix, Monte Carlo PCA for parallel analysis and the total variance explained are presented in appendix B, C and G. The Principal Components Analysis and a Direct Oblimin rotation were used to conduct a factor analysis of the responses to the items in the self-administered questionnaire. Prior to performing factor analysis, the suitability of the set of data was performed through sample size adequacy test and the correlations between items analysis. Bartlett's Test of Sphericity, for the purpose of factor analysis, showed that there were significant correlations among the items (Chi-Square = 801.3,  $p < 0.001$ ). To determine whether sample adequacy was suitable for factor analysis the Kaiser-Meyer-Olkin test was utilized. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .75 thus supporting sampling adequacy (See Appendix A). Thus, correlations between items were adequate making factorability of the instrument encouraging and factor analysis was performed.

The factor analysis with a principal components extraction and a direct oblimin rotation is presented in appendix B. This analysis identified four factors that explained 52.58 % of the variance (See Appendix G). The extracted components from the factor analysis represented the components of the organizational climate driving organizational change. These components of the organizational climate that were extracted are: politicking, trust in leadership, participatory management and general support by supervisors. Cohesion was not extracted as a component of organizational climate driving organizational change. However, several of the variables derived from cohesiveness load with other components in the organizational climate, the rivalry variable load with politicking, the confidence variable load with trust in leadership and the organizational open door policy variable load with participatory management (see Appendix B). The cohesion variables may be conditions that can be produced by these components that may require further investigation. Cohesiveness, or its absence in police organizations, as a component that drives organizational change, may also require further investigation. The components of the organizational climate were further investigated and analysed using descriptive statistics.

Descriptive statistics represented in table 3 revealed participant's perception of the organizational climate under which change occurs. The computed measure of central tendency (Mean) and the computed measure of dispersion (Standard Deviation) summarize the data for the organizational climate including its dispersion. The mean values are between 2.28 and 3.16 and the standard deviations are between .52 and .81. Politicking and general support by supervisor had the lowest mean score of 2.28 and 2.67 respectively. However, based on the construction of the Likert scale I utilized, 1 as strongly agree to 5 as

strongly disagree. This suggests that politicking and general support by supervisors is stronger within the organization during the period of change.

In respect to the component trust in leadership and participatory management, the mean values are between 3.16 and 3.05 and the standard deviations are between .73 and .69, respectively (see Table 3). This may suggest that frontline employees and frontline supervisors may have insufficient knowledge or experience to conclusively recognize trust in leadership and participatory management as components of organizational climate under which change occurs within the police organization. However, the variability of .7 for trust in leadership and participatory management, as components during period of change, may also indicate that both components can either fall within the categories of being accepted or rejected as components that drive organizational change within the police organization.

Table 3. Descriptive Statistics of Organizational Climate

| Internal Circumstance<br>Deviation | Mean | Standard |
|------------------------------------|------|----------|
| Politicking                        | 2.28 | .81      |
| General Support by Supervisor      | 2.67 | .52      |
| Trust in Leadership                | 3.05 | .69      |
| Participatory Management           | 3.16 | .73      |

In table 3 the components of the organizational climate, during the period of transformation, were ranked from the most dominant to the least dominant. Based on how the likert scale was constructed, the closer the mean is to one, the more dominant the component of the organizational climate. The most prevalent means of ensuring change success within the police organization was organizational leaders' use of their positional

powers to coerce or reward employees to embrace the change effort. In the study this positional power is referred to as politicking. That is, politicking was uncovered as the most dominant component of organizational climate during period of change, within the police organization, and participatory management was the least dominant.

In an effort to examine the relationship between the mean value derived from the Likert scale and the percentage of respondents who strongly agree or agree with the different components of the organizational climate, the mean and percentage were evaluated and presented in tabular form (See Table 4). As can be seen in table 4 the percentage analysis of the climate components validates that politicking and general support by supervisors, during the period of change are the most dominant components under which change occurs in the police organization (77.6 % and 66.2 % respectively). This would indicate that the respondents believe that during period of change, organizational leaders utilize their legitimate power to coerce or reward employees to embrace the change effort and at the same time provide supervisors support during period of transformation.

In summary, politicking, general support by supervisors, participatory management and trust in leadership were validated as components of organizational climate under which change occurs in the police organization (see Figure 4). Cohesion could not be validated as a component in this regard. This fact may have an implication on the study which may indicate that during a period of change (in the police organization) the process may not necessarily be cohesive.

Table 4: Level of respondents on the components of the climate during period of change

| Components                     | Mean | Standard Deviation | Description   | N   |
|--------------------------------|------|--------------------|---|-----|
| Politicking                    | 2.28 | .81                | 77.6 % Strongly agree or agree<br>16.6 % Neither agree or disagree<br>5.7 % Strongly disagree or disagree | 210 |
| General Support by Supervisors | 2.67 | .52                | 66.2 % Strongly agree or agree<br>27.6 % Neither agree or disagree<br>6.2 % Strongly disagree or disagree | 210 |
| Trust in Leadership            | 3.05 | .69                | 40 % Strongly agree or agree<br>37.1 % Neither agree or disagree<br>22.9 % Strongly disagree or disagree  | 210 |
| Participatory Management       | 3.16 | .73                | 35.2 % Strongly agree or agree<br>40 % Neither agree or disagree<br>24.8 % Strongly disagree or disagree  | 210 |

Figure 4 below seeks to explain the organizational climate components validated in the first phase of the study. The validated components were then used in phase two of the study to guide the semi-structured interview, in an effort to explore the generative mechanisms that regulate the actual and empirical realm of reality in managing and influencing the organizational climate.

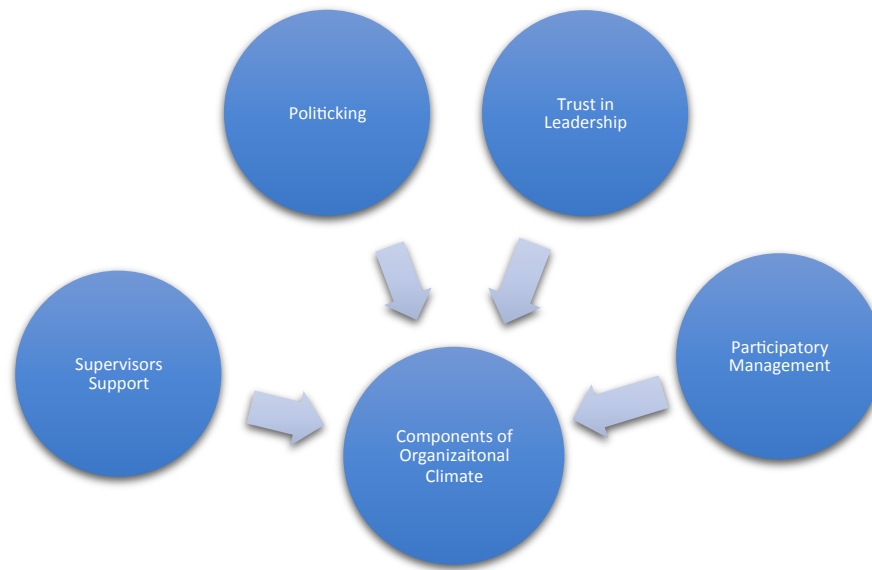


Figure 4: Components of Organizational Climate

#### **4.3 Section B: Influencing factors of Organizational Climate**

The findings presented in this section form the qualitative phase of the sequential (Quantitative – Qualitative) explanatory mixed method investigation and uncovered both the actual and the real in order to provide a critical realist’s explanation between the mechanisms and the organizational climate during transformation. The previous section validated the components of the organization climate within the police organization studied. The primary organizational climate components that emerged for study are (see figure 4):

1. Politicking
2. General Support by Supervisors
3. Trust in Leadership
4. Participatory management



In critical realist research, the main objective is to use the organizational leaders' perceptions and experiences of such empirical events (as those shown above) to identify the mechanisms that generate or regulate them (Zachariadis, Scott & Barrett, 2013, p. 857). Having uncovered the components of the organizational climate during period of transformation these entities were used to explore organizational leaders' experience and perception of the underlying mechanisms. Hence, in order to answer objective 3 of the study, phase 2 of the study utilized semi-structured interviews in order to understand the perceptions and experiences of the participants in regards to the mechanisms of the organizational climate.

The concept of a mechanism describes the way a structured-phenomena behaves or works, and the causal or emergent power they possess (Zachariadis, Scott & Barrett, 2013, p. 857). In this study, a "mechanism" is defined as a process that brings about or facilitates the realization of the organizational climate and can be a procedure, method or technique. For example, in section 4.3 (ii), self-management was explored as a mechanism for improving the organizational climate component of general support by supervisors. The main finding here is that empowerment through self-management develops a sense of general support by supervisors among followers. At the same time, an environment that creates or is built around effective communication, trust and mentorship facilitates this mechanism. In this context, self-management is described as a mechanism that facilitates the improvement of the organizational climate component of general support by supervisors.

During period of change, in managing the organizational climate, the main finding of this section suggests that there are several organizational culture factors that influence the components of the organizational climate. That is, the component of the organization climate (the empirical) and its mechanisms (the actual) are regulated by the organizational culture. In turn, as the generative mechanism, the organizational culture, determines the organizational climate under which change occurs and impacts its mechanisms/factors. In addition, having positive leader attitudes towards the change process and effectively communicating the change, were both uncovered as important aspect of leadership that must exist throughout the change process. The study's findings also suggest that cultural autonomy, self-management, fair play, trust and communication, are mechanisms or organizational cultural factors that influence and improve organizational climate.

In the final analysis, the objective of the critical realist is to uncover the stratified level of social reality that represents the organizational senior leadership perception and experience about the mechanisms that influence the organizational climate during the period of change. In the study, organizational culture was uncovered as the primary generative mechanism that regulates the climate under which change occurs. Organizational culture as the generative mechanism then impacts the climate during period of change. During the period of change, it is important to identify culturally aligned mechanisms to influence and improve the organizational climate under which change occurs in the police organization. This section presents the mechanisms that the organizational leaders perceived as influencing the components of the organizational climate and uncovered the generative mechanisms that regulate the organizational climate and its mechanisms.

#### **4.3(i) Effective Communication as a Mechanism for Trust in Leadership**

Fundamental to any change process is communication. The data suggest that communication serves as an important and necessary mechanism that influences and improves the component of trust in leadership during periods of change. In phase one of the study trust in leadership was found to have a mean of 3.05, indicating that it is the second least important component of the organizational climate within the police organization during period of transformation. In phase two, it was uncovered that seven out of the ten organizational senior leaders spoke about the need for effective communication throughout the change process as a mechanism that either facilitated or improved the organizational climate component of trust in leadership (see Appendix H). While it was uncovered that communication served as a mechanism for improving the climate, trust in leadership and the manner of communication will be defined by the existing culture, or structure, of the organization. Specifically, regarding communication, the need for transparent and reliable information is vital in any changing organization and one participant, noted below, suggests that effective and transparent communication within the organization can lead to acceptance of change. This person expressed appreciation for close communication saying:

“...we keep in close communication with one another, we try to understand each other’s desk so that if there is [are] any changes we can easily hold over that desk. We must communicate whenever there is change.” (sic)

The resulting improvement, noted here suggests that close communication leads to resilience in the change process. Thus, during period of change, communication needs to be constant, and generally, participants support the view that a trusting and understanding

attitude from organizational leaders helps to develop trust in them. Another participant echoed this sentiment, noting that

“...constant communication and understanding within the organization can achieve many things especially in developing the trust in our leaders.”

The passage above suggests that, for participants, trust is an integral part of communication and communication is an essential part of trust. However, trust develops over a period of time. One of the senior leaders illustrate this point, mentioning:

“...trust is communication with your people, and I can tell you it takes like 8 months to develop not only with the police but within the community, so trust is develop[ed] over time.”

Therefore, in establishing constant communication between organizational leaders and followers, the findings suggest that a bond is developed and an environment of trust in the organizational leaders is created. Senior Leader #9 supports this view, noting,

“As a leader within the organization, I communicate frequently with one another. Thus trust is develop[ed] between my subordinate and me as a leader.”

As noted here in the responses of participants, the data suggest that trustworthiness between organizational leaders and employees can translate into an open and constant communication. This kind of communication, participants suggest, is vital in establishing employee trust in leadership, just as its absence of it can create distrust. Senior Leader # 4 expresses the kind of attitude that develops when communication is not effective saying,

“Communication is vital in developing trust in leadership and sometimes

people rebel because they do not understand the reason for the change...”

A breakdown in communication can lead to an unfavourable organizational climate such as rebellion, and therefore, communication serves as a vital component that influences the management of trust in the organization’s leadership during the change process. The data also suggests that while communication helps to build trust in leadership, developing effective communication requires that organizational leaders demonstrate the attributes of trustworthiness and a caring attitude. In managing change, organizational leaders must also have sufficient job knowledge to effectively and confidently manage a changing organization. Senior leader # 1 suggested that leaders must manage change confidently for the followers to have a high level of trust:

“...trust is difficult to develop...but trust in leadership is communicating confidence to the followers that the followers can go to you...In managing trust in leadership, we as supervisors need enough job knowledge, then there will be no problem in terms of communication, and if our followers would come to us with a concern or issue, it is our duty to sit down with the follower and understand the issue. This is how the followers develop trust in leadership.”

Communication is contingent on the organizational leaders’ level of confidence, and this confidence, once communicated to the followers, develop trust in the organizational leaders, as one leader suggests:

“Projecting confidence is one way to develop trust...for us to have confidence and for the trust to be build it’s important that we just talk to the followers.”

Confidently, communicating change also requires that the change be communicated consistently and frequently at all levels of the organization, and that organizational leaders

openly communicate the change, and what is known about the change, to organizational employees. Senior leader #5 supports this view of confidence as a factor in developing effective communication:

“...I communicate with my subordinate or whatever rank, and I find that there exist[s] openness and positive response; this help in developing that trust in the leadership.” (sic)

While job knowledge, confidence and trustworthiness are important, a leader’s caring attitude may serve as an underlying factor that helps to regulate the development of trust in the organizational leadership. The following passage from one of the organization’s senior leaders reflects the importance of a caring attitude for improving employee trust:

“...People don’t care how much you know or how confident you project yourself, until they know how much you care, then job knowledge and trustworthiness follows, and I believe in caring for others is a priority, and that is what is important in establishing trust in leaders...”

In summary, effective communication was reported as an important overlapping generative mechanism for the organizational climate under which change occurs within the police organization. As a mechanism, effective communication also requires that organizational leaders consistently and frequently communicate with followers in order for trustworthiness to develop. Communication then serves as a gateway to trustworthiness and as an important pillar for the desired organizational climate of trust in leadership during periods of change; however, the data also suggest that trustworthiness be exemplified with a caring attitude. Leader attitude, towards the change process, requires that organizational leaders exhibit a caring attitude in relation to the possible impact that change may have on the employees.

#### **4.3 (ii) Self-Management as a Mechanism for General Support by Supervisors**

In phase one of the study, the findings show that the component, ‘general support by supervisors’, had a mean of 2.67 or 66.2 % of respondents strongly agree or agree that supervisors support was a component of the climate during the period of change. This indicated that it is the second most dominant climate component in the police organization during the period of change. Phase two the study revealed that self-management was uncovered as a mechanism that can influence and improve the organizational climate component of general support by supervisors (see Appendix H); the analysis revealed that five out of the ten participants support this view. A focal point to this is that seven out of ten participants suggest that self-management, as a mechanism for general support by supervisors, requires that leaders (within the organization) are trustworthy, effectively communicate the change, and possess mentorship abilities (see Appendix H). That is, in a self-manage context, the organizational leaders maintain an open-door policy, set the overall direction of the change or given task and employees then implement the details, with minimal oversight from the leaders. In such context, employees keep in close communication with the organizational leaders, about issues encountered, and the leaders provide necessary support and guidance.

Participants appear to support the view that the organizational culture - that is inherent in hierarchical structure - may affect or enhance self-management. In such instances, organizational culture can act as a buffer to ensure that it augments or moderates organizational support. However, the data suggests that the organization manifests its support and understanding through the ability of the supervisor to empower employees to arrive at a solution to any problem that they may encounter. Senior Leader # 2 suggest that

as leaders, we must empower employees by providing them the necessary guidance for them to arrive at their own solution to any issue they face, in an effort to ensure that the ownership of the solution will be more meaningful.

“...we help officers to try and solve their issues or challenges on their own. You want them to make their own decision, and you get better results because they own it.”

In effect, participants recognized the need for employees to arrive at solutions to challenges they are facing, and suggest, that for the solution to be acceptable to the organization, it must be aligned with the organizational culture. The quote below demonstrates how a senior leader, within the police organization, perceives the organization ‘s employee relationship when providing guidance or support to the employees during a self-manage task.

“...you would guide the employee that in addressing any issue or challenge that it must be in accordance with the regulations of the department and that it must reflect what is right for the organization.”

While participants recognize that decisions made by the employee must be within the parameter of the organizational culture, they suggest that leaders must be able to recognize when the employees are facing any challenges and guide and support the employees in arriving at a solution to the issue. Senior leader # 7 capture this idea in the following comment:

“Once I see an employee going through an issue or challenge, I would approach the person and see how best I can give him the necessary direction, utilizing the organization mechanism.” (sic)



That is, organizational leaders see self-management as a mechanism provided that the process is aligned with the organizational culture. Within the police organization, the hierarchical structure promotes employees support by providing another layer for employees to address their concerns and challenges regarding to a given task or the overall change process. Senior leader #6 captures this idea in the response below:

“...in our organization, if one level of the hierarchy fail[s] to address the situation, the other level serve[s] as a buffer to ensure that it is address[ed].”

The data suggest that the support employees receive from the organization may be in the form of empowerment through self-management that must align with the organizational culture. Supervisors, within an organization, play an integral role in facilitating self-management as a means for general support for employees during the change process. The findings suggest that promoting communication, trust and mentorship, creates an environment conducive to self-management. Senior Leader # 2 notes the importance of mentoring employees as an additional means of providing support for any challenges or issues employees face during change.

“...we try to understand the issue or challenge face[d] by the employee, and then we coach or mentor him to find out why the problem exist[s] and what can be done about the problem, all in an effort to help the employee to arrive at decision in addressing the issue...”

In managing the components of organizational climate, during the period of change, it is important that organizational leaders address employee issues or challenges promptly and

provide the employee with the needed feedback to help them along the way said senior leader # 5:

“...when we are addressing an issue or dealing with a situation, it is important that we do it promptly and give the employee immediate feedback that will empower them [him/her] to arrive at a solution”

This, however, according to the findings of the study, will require that the organization creates an environment that promotes effective communication. Participants suggest that to facilitate employee arrival at a solution to their issue or challenges, the organization’s leaders must create an environment that will promote more trust and open communication as stated by senior leader # 7:

“...if there is no trust in the organization management team or if communication is limited, it will create a barrier and followers will not go to the leaders for guidance in arriving at a solution to the challenges they face.”

Senior Leader # 3, makes the interesting point that when employees have a closer working relationship with a supervisor, employees are more likely to seek the guidance from their organizational leaders in arriving at a solution to any issue or challenge.

“ The more closer the supervisor is to the follower, the more better the relationship will be with them, and the more comfortable the follower will be in speaking to the supervisor, and that in itself, will put the supervisor in a better position in assisting the follower arriving at a solution to the issues or challenges they face.” (sic)

While self-management allows organizational leaders to empower organizational members to arrive at solutions (to challenges) they may face, the data suggests that leaders within the

organization must display an attitude of approachability. The contrary can lead to disaster for the employee, as highlighted by the senior leader # 3:

“We do not want our followers to believe that they cannot speak to their supervisors because - that itself is a recipe for disaster and eventually - they will vent things out in other ways or they may just lose themselves and commit themselves rather than seek your guidance.”

Participants recognize that both supervisor and follower interactions are important barometers to sensitize supervisors that followers are facing challenges. As the supervisor here suggests, interpersonal relationships between supervisors and employees are essential in facilitating an environment that promotes guidance.

“As a manager, I always interact with all my staff, so at times during the interaction with them, I would notice if they are facing any challenges, and then, I would provide them with the necessary guidance and direction to address their concerns.”

In summary, self-management acts as a causal structure in the actual realm of reality that influences general support by supervisors. The study suggests that self-management requires that leaders develop an inter-personal relationship with followers built on trust, effective communication and mentorship. The findings also suggest that organizational culture serves as a necessary precondition for self-management during period of change.

#### **4.3 (iii) Employee Autonomy as a Mechanism for Participatory Management**

Organizational power sharing arrangements may engage followers in various forms of

involvement such as participatory decision-making. However, the organizational culture, leader attitudes and level of interaction with their followers, all affect the decision-making process during the change effort.

Employee involvement during the change process increases motivation, ownership and employee commitment to the change process (Zafar & Afzal, 2014), and as a component of organizational climate under which change occurs, employees' involvement in the decision making process during period of change is referred to as participatory management.

Autonomy, within the organization, is an important form of employees' engagement.

Aligning employee autonomy and involvement in the decision-making process with the organizational culture is referred to in the study as culture autonomy. The analysis of the data in phase one revealed that participatory management had a mean of 3.16 and was the least important component of the organizational climate during period of change within the police organization. In phase two, the data suggest that participants support the view that employee autonomy may serve as a mechanism for creating participatory management (See Appendix H). However, participants suggested that this autonomy must be within the confines of the organizational culture that is embedded in the hierarchical structure of the police organization. An analysis of the data shows that eight out of ten participants suggest that a supervisor's positive attitude towards participatory management and ability to manage change may impact cultural autonomy.

During period of change, employees' involvement (in decision-making process) can help the organization by complementing its leaders to arrive at decisions that are more multi-directional and embraced by all its members. In the process of decision-making, the

organization's hierarchy can empower its followers and thereby enable the organization to develop a deeper understanding of issues at hand. Fundamentally important to participants is the view that autonomy can give the organizational leader a deeper scope of the issues at hand as one of the senior leaders in the police organization notes.

“Followers that have a certain level of autonomy are not afraid to voice their opinion; this provide[s] the organization leader [with] a wider perspective of the people view.” (sic)

This level of autonomy, Senior Leader #3 says, can also assist the organization with the formulation of strategies.

“Giving the followers some degree of autonomy can influence [sic] strategies for the organization, especially, with issues that they encounter in the performance of their duty.”

Since, as noted here, frontline employees, within the police organization, are directly involved in providing policing services to the community. Any challenges in the implementation of organizational change might directly impact them, and they might then be in a better position to arrive at strategies to resolve these challenges. Giving employees greater autonomy, within the organization, also has its challenges, as autonomous employees need to be equipped with the necessary tools to effectively make decisions within the organization. Senior leader # 8 suggests that while we must give our followers a level of autonomy, we must also provide them with the tools to help them make the right decisions.

“...you need to give people the opportunity to do for themselves, to make certain decision[s] especially the frontline officers. We must just hope that with the tools that we give them, with the training and with the guidance they receive, they will

make the right decision when left on their own.” (sic)

Notably, what senior leaders, within the police organization, suggest is that within a hierarchical organization, the level of autonomy to make decisions must be within the boundaries of the organizational culture. In effect, the participants suggest that organizational members view traditional norms within the organization as an integral part of the identity of the organization, and any autonomy granted to the employees must be within defined parameters - where the ultimate decision maker is the organization’s leader. Senior leader # 8 suggests that the while employees are given greater autonomy, major decisions must rest with the organizational leaders:

“...while some decision making can be given to the followers, some decision must be left to the organizational leaders.” (sic)

Participants agree that in granting autonomy to organizational members, a balance must be found between the culture of the organization that is inherent in the organizational hierarchical structure and the level of autonomy given to employees. That is, what level of power and authority will organizational leaders see as acceptable to surrender to employees? As senior leader # 4 mentions:

“...there must be a balance between what is allowed and what is not allowed by the organization.”

Fundamentally important to participants is that organizational culture must align with any mechanism employed by the organization. Senior leader # 2 says that culture can facilitate or hinder active participation in organizational transformation.

“... a barrier to active participation is the organization culture. We need a cultural change where officers are allowed in the decision-making process.”

An organizational culture is a powerful aspect of any organization. The level of employee involvement, the level of collaboration between organizational leaders and employees and the level of communication are all impacted by the organizational culture. That is, the degree of autonomy permitted within the organization is dependent on the culture of the organization and what the organizational members view as permissible. Organizational members suggest that in permitting autonomy within the organization, there must be a balance between control and autonomy in order for it to impact the organizational performance.

Organizational leaders often use strategies aimed to achieve optimal organizational performance and often embrace a power-sharing arrangement with the organization's followers if it results in the greatest possible outcome for the organization. Senior Leader # 10 says that organizational members play a crucial role within the organization and often provide ideas that can be cross-fertilized with other information. That is, combining employee idea with those from the organizational leaders to arrive at the best possible outcome for the organization.

“...each person within the organization play[s] a crucial part in the puzzle...As the the organizational leader, you cross fertilize all the information from the followers and come up with a strategy or direction that will benefit the organization.” (sic)

When the organization provides followers with a forum where they can have an input on the decision-making process, it facilitates an engagement between the organizational leaders and the followers, and its members may more readily embrace the decisions. Senior leader # 7 says that participatory management puts followers in a better position to arrive at a strategy in dealing with challenges they face.

“...sometimes the followers are in a better position than us to devise a strategy to deal with what they faces on the street, and so, that is why it is important for the manager in the organization, to embrace inclusiveness, especially where decision will be made that will affect frontline employees.” (sic)

Indeed, participants support the idea that employee involvement in the decision-making process offers a means to address the needs of followers and the people for whom they provide service. One of the senior leaders in the police organization expresses this idea:

“...when we all come together and discuss and arrive at a decision together the decision will be positive, and in the interest of the people, the people we serve and our followers.”

Greater involvement of employees in the decision-making process may address employees’ needs; however, the organizational leaders’ personality affects the avenue that organization leaders provide to engage followers in the decision-making process. Senior leader # 3 implies that an organizational leaders’ personality can affect followers’ level of involvement in the organization decision-making process.

“My personality, me being a free spirit person, help[s] me to get my followers actively involved in the decision-making process, and every level should be involve in the decision-making process, especially, since any decision made will eventually affect every level of the organization.” (sic)

Senior leader # 9 endorses this view as well:

“The more we interact with our staff and you know what’s affecting them, the more the staff will be involved in the decision-making process.”



Involving employees in the decision-making process allows them to feel that organizational leaders embrace their contribution. According to senior leader # 7:

“...followers need to feel that their contributions are accepted. They would not want to make any suggestions or contributions if they know that their contributions will not be accepted or considered.” (sic)

In summary, organizational culture that is inherent in the hierarchical structure of police organizations helps to shape the level of autonomy within the police organization that will be embraced by the organizational leaders. This autonomy manifests itself in the form of cultural autonomy and serves to regulate the organizational climate component of participatory management during the change effort.

#### **4.3(iv) Fair Play as a Mechanism for Politicking**

In the police organization during period of change, organizational leaders rely on their positional powers to coerce or reward employees to embrace the change. This political power of organizational leaders is seen in the police organization as a legitimate means to ensure that the change occurs and is considered a fundamental activity during the change period. Organizational politics has become a way of life within the police organization, and as one aspect of organizational climate, political concerns reflect the diverse values, goals and interests of the organization's employees. Politicking can be good or bad for the organization, and several factors impact the level of politicking within the organization. The organizations ability to manage politicking, the alignment of organizational and employees' goals and level of fair play and transparency displayed by organizational leaders are all factors that create and determine whether politicking will have a positive or

negative impact on the organization. In phase one of the study, politicking was found to have a mean of 2.28 or 77.6 % of respondents strongly agree or agree that during period of change, organizational leaders use politicking as a legitimate positional power to coerce or reward employees to embrace the change. This indicates that it was the most dominant climate during period of transformation, and an analysis of the data in phase two found that nine out of ten organizational senior leaders suggest that if the appropriate conditions exist or are developed to facilitate fair play, these condition can serve as a mechanism to manage and influence the level of politicking within the organization (see Appendix H).

The existence of organizational politics and the influence it has on the decision-making process is evident in most organizations, and if not properly managed, can hinder the interests of the entire organization. The data further suggest that if politicking is not properly managed, the organization will likely become dysfunctional. Senior Leader # 1 says that organizational politics affects the work of the organization, and its presence in an organization requires that managers have the capacity to manage politicking:

“Organization politics will always be in every organization, and it will impact the working life; however, this is dependent on how leadership manage it.

Managers need to know how to go about managing organization politics.” (sic)

Organizational politics regulate employee behaviour through power and authority and can be utilized to align and balance employee interest and working life with the organizational goals. The finding also suggests that managing politicking requires that the followers align their objectives with the organizational objectives. This alignment will require that organizational leaders become cognizant of their followers’ objectives in relation to the

goals of the organization. Senior leader # 6 states that as leaders within the organization, we must be able to assess our followers' objectives:

“Managing politicking is difficult because you need to determine the followers’ objectives, and as soon as you find out the followers’ objectives, then you sit with the followers talk, to then...as a leader, you must be aware of your followers’ expectation of you, and of the organization, and aligned it with the objectives of the organization” (sic)

In contrast, senior Leader # 2 says that if the followers’ goals and organizational objectives are not aligned, the organization will not be able to advance its objectives in the change process.

“...politicking creates certain challenges for the organization because as an organization, we will not be able to serve the people in a manner we would want; we will not be able to advance one single agenda as an organization, if followers do not embrace the organization goals.” (sic)

Senior leader # 7 further examines this point about organizational focus when he recognizes the need for employee goals to be harmonized with organizational goals.

“...every organization has its own organization politics and if it’s not in line with the organization’s goals and interest, there will be clashes between organization members, so as leader we must know how to manage organization politics, to avoid these conflicts.” (sic)

In fact, the data suggests that in managing organizational politics, the organizational followers need to perceive the organization as receptive to managing politicking in a fair and transparent manner. Senior Leader # 4 says that as good leaders, we must be fair

across the board:

“...as good leaders, we must be able to manage politicking, and in doing so, we must be fair and seen to be fair across the board...not displaying fairness across the board can cause division and allow politicking to expand within the organization.

Senior leader # 8 supports this view of fairness, arguing that in the process of managing politicking, organizations need to embrace transparency and treat employees fairly:

“The people within the organization must feel that there is fair play and everybody needs to feel within the organization that they are justly treated. There has to be fair play and there has to be transparency.”

Finally, if organizational members perceive that politicking is properly managed in a fair and transparent manner, it can assist the organization in advancing its objectives and interests. As noted, this will require that the organization embrace a greater level of transparency and promote the practice of fair play within the organization. A senior leader in the police organization says that politicking can advance the organization’s interests and that, “politicking with the right intention can advance the organizations interest...” That is, fair play and transparency decreases the level of politicking within the organization and promotes good politicking behaviours. An organization is surrounded by politicking, which has become a way of life within police organizations. As a component of the organizational climate during the period of change, politicking can positively impact the change effort. During the change process organizational leaders can harness the positive effect of politicking by incorporating a system of fair play and transparency. However, this may also require that the employees and organizational goals are harmonized.

Figure 5 below depicts the mechanisms that organizational leaders perceived as causal factors that influence the organizational climate during period of change. The mechanisms uncovered are important characteristics of a humanistic management paradigm and serve as mechanisms for influencing the organizational climate components by facilitating a climate conducive to change. That is, the data suggest that a conducive or desired climate through the incorporation of humanistic factors by respect human dignity through employee empowerment and the development of trustworthiness, helps create readiness for change or the ability to initiate change. The data further suggests that these mechanisms affect the organizational climate under which change occurs by influencing the climate components during the change process. These mechanisms form the base under which the generative mechanism that regulates the organizational climate was uncovered.



Figure 5: Organization Climate Mechanisms

#### 4.3(v) Generative Mechanism for Organizational Climate

In uncovering the mechanism that regulate the organizational climate, in the data analysis the researcher moved from the empirical to the actual, to the real, in an effort to uncover the generative mechanism which underpinned and played a significant role in managing and influencing the organizational climate.

Organizational culture is the shared belief and value system that guides organizational employee behaviour and work within the organization. In the study, organizational culture was uncovered as a generative mechanism, at the real domain, that impacts the components

of the organizational climate and underpins the empirical and actual domain (see figure 6). As a generative mechanism, organizational culture regulates and influences the components of the organization climate, and at the same time, serves as an integral element of the change process.

The analysis of data suggests that within the police organization, a focal point for all participants is organizational culture (see Appendix H). In other words, the organizational culture impacts or determines the climate component under which change occurs within the organization. This is consistent with Fitzgerald & Stirling, (1999) and Illins, Skvarciany & Gaile-Sarkane (2015) who suggest that organizational culture impacts organizational climate. Inherent in the police organizational culture is the hierarchical structure that delineates authority or power, division of work and also the relationship between members of the different units or groups within the organization. Whereas the organizational culture dictates the organizational climate under which change occurs, the climate will determine how the organizational members will behave within the structure, based on established assumptions, values, norms and attitudes of the organization. In the policing organization, within the confines of the organizational culture, the system that governs the organization, the policy or regulation plays an integral part in influencing the mechanisms, and by extension the organizational climate. Central to the policy or regulation of policing organization is the command and control structure that is an inherent part of the police organizational structure. The following passage demonstrates how a senior leader within the police organization perceives a mechanism's ability to either manage or influence the organizational climate:

“...when it comes to certain things, we can make certain decisions, but it must be in line with the Police Act and the organizational policies, its mission, its vision

and what the organization views as acceptable...”

The police organizational leader suggests that the organizational culture that embraces a command and control hierarchical structure provides order and removes any uncertainty during the period of change. An interesting point made above is that because the organizational culture must play an integral part in the organizational climate, the organization members’ value, in particular, the command and control aspect of the organizational culture as paramount. The focal point for participants is that it is not just the organizational culture that is in play here, but also the command and control culture of the organization. This aspect of the culture of the police organization turned out to be a focal point for all participants. As Senior Leader # 3 noted,

“...absolute autonomy can create some degree of havoc within the organization, because as an organization we have a way [of] how things are done.” (sic)

In summary, during period of change, the organizational culture that is inherent in the organizational hierarchical structure impacts the organizational climate. In this context, it is suggested that the organizational culture serves as the generative mechanism for the organizational climate during this period of change. The recurring interest on the part of the participant, to have both the organizational culture and organizational climate aligned, demonstrates that senior leaders in police organizations are receptive to humanistic mechanisms that can potentially influence and improve the organizational climate, provided that the elements of the organizational culture are built into and are a part of the mechanism. These findings are consistent with Kyriakidou, Ling Zhang, Iles, & Mahtab, (2010) who suggest that the practices and policies of an organization are influenced by the culture of the organization and during a period of change the organizational culture influences the organizational climate (Skvarciany, Iijins & Gaile-Sarkane (2015).



Figure 6 below represents the organizational culture as the generative mechanism for the components of the organizational climate and the causal mechanisms. The figure depicts a mixing that must occur with the organizational climate components and the causal mechanisms with the main parameters of the organizational culture in order to align the climate components and the causal mechanisms to produce a climate that facilitates the change. By creating a climate conducive to change, it facilitates the readiness for change or the ability to initiate/embrace the change. Hence, the findings suggest that the probability of the strength, or conduciveness of the climate under which change occurs, will be higher when causal mechanisms and the organizational culture are aligned causing the change effort to be embraced.

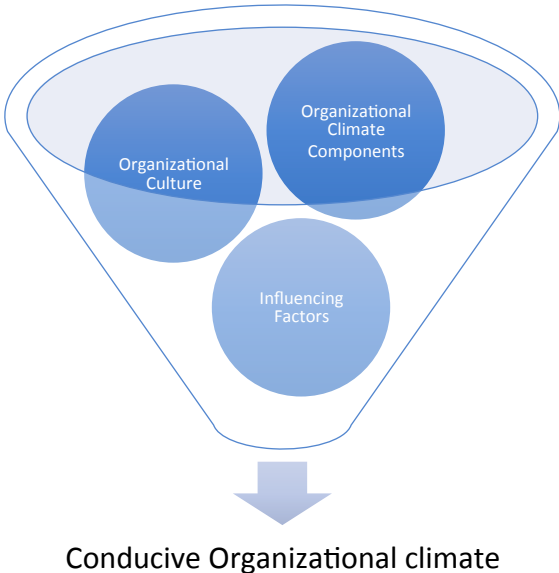


Figure 6: Organizational Culture as a Generative Mechanism

**4.4 Conclusion**

Critical realist views social reality as being stratified, composing of three levels of reality, the empirical, the actual and the real. The objective, then of the critical realism is to

uncover the stratified level of social reality that represents the organizational senior leaders' perceptions and experiences about the mechanisms that influence the organizational climate during the period of change. In the study, organizational culture was uncovered as the generative mechanism that regulates the climate under which change occurs and the causal mechanisms. As the generative mechanism, organizational culture then impacts the climate during period of change by determining the component of the climate under which the specific change effort will occur. During period of change, the study revealed that in order to create a climate conducive to change, it is important to identify cultural aligned mechanisms to influence and improve the organizational climate under which change occurs in the police organization (the actual).

This chapter on the data analysis explored the organizational climate under which change occurs within the police organization, and the leaders' perspectives and experiences form the basis to better understand the mechanisms that can be used to manage the various components of the organizational climate in the transformation process. Politicking, general support by supervisors, trust in leadership and participatory management were validated as four components of the organizational climates during the period of change within the police organization. Cohesion was not validated as a climate during the period of change. A total of 57 subordinate and eight (8) superordinate themes were explored regarding the mechanisms that senior leaders, within the organization, used in managing and influencing the organizational climate (See Appendix J).

The organizational climate during the period of change influences employee perceptions of the organization's readiness for change (Claiborne, Auerbach, Lawrence & Schudrich

(2013), and the employees' readiness for change influences the success of change process. Effectively managing the organizational climate is vital to the success of the change effort. An analysis of the data suggests that organizational culture regulate the organizational climate. That is, the organizational culture impacts and determines the climate component during period of change. This is consistent with Fitzgerald & Stirling (1999) and Iijins, Skvarciany & Gaile-Sarkane (2015), who suggest that organizational change within the public sector organization is impacted by the organizational culture. Communication, cultural autonomy, fair play and self-management were uncovered as mechanisms (the actual) that influence the organizational climate (empirical) during the period of change (See figure 5). Thus, within the humanistic context, the study identifies the key human resource practices that influence the organizational climate.

Leaders in the police organization are seen as lead change agents in creating a climate conducive to change. Organizational leaders' ability to effectively communicate the change and their attitude towards the change were viewed by the participants as vital skills during the change process. That is, the participants in the study recognized that effective communication and positive leader attitude towards the change are essential in managing and influencing the mechanisms of the police organization's climate. How change is communicated, may affect the change process. Organizational leaders' positive attitude towards change encourages employees to embrace the change and to actively engage in the process (Hoe, 2017).

The next chapter provides a discussion of the key findings of the study and draws on the critical realism explanatory design to examine the empirical, the actual and the real realm

of reality to contextualize a final explanatory critique to objective 3, the mechanisms to manage or influence the organizational climate during period of change. The discussion chapter will attempt to discuss the findings as a single narrative and present a cohesive critical realist analysis of the generative mechanism, and its underlying structure that either influences or regulates the empirical - the organizational climate components that were validated, in order to develop a model that will serve as a guide to answer objective 4 of the study, and to make key recommendations for the management of a changing organization.

## **Chapter 5: Discussion**

### **5.1 Introduction**

This chapter will consolidate the research findings of both phases of the research project, present a unified analysis in relation to the literature, and presents a cohesive analysis of the mechanisms that both influence and regulate the organizational climate. The author will discuss the findings of the study from the critical realist's ontological stance: that reality can be viewed from three overlapping domains: the empirical, the actual, and the real. As the discussion progresses, the aim will be to look deeper into the empirical and the actual to uncover the real domain. The empirical investigation, which seeks to find out about the organizational climate in a police organization, was done through a quantitative method, and the theoretical (actual and real) investigation, which seeks to identify the entities/factors influencing the organizational climate and to identify the generative mechanism or 'historical' atmosphere that underpins the entities/factors and the climate of the police organization, was done through a qualitative method. This approach is essential for explaining the underlying generative mechanisms. The discussion is structured around the findings of the study and form the basis of the proposed conceptual framework that serve as a guide to make recommendations for the management of a changing police organization.

The chapter begins with the discussion of the empirical findings in relation to the components of the organizational climate under which change occurs (i.e. quantitative data). Next, the causal entities of cultural autonomy, fair play, self-management and communication, which may influence the empirical findings, are discussed. Finally, the generative mechanisms (real domain) that underlie the actual and empirical are discussed.

## **5.2 Organizational Climate**

This section discusses the main findings of the self-administered questionnaire, which were completed by front line employees and their supervisors. The questionnaire seeks to answer Objective 2 of the study: To investigate the components of the organizational climate under which change occurs in the police organization.

As organizations continuously undergo change, its ability to adapt to change will determine its ability to remain efficient and effective (Denton, 2012). The literature reviewed has shown that organizations that experience change must rely on a change management model. It must also be noted that in order for the change management model to be effective, it must be implemented in a climate that is conducive to change. Managing change in a complex organizational climate requires that organizations identify the predominant components of the climate under which change is occurring and then effectively manage that climate.

During the period of change, organizations must rely on a change management model to effectively navigate, plan and implement a successful change (Martin, 2007). Lewin's (circa 1950s) change management model is comprised of 3 stages. The first stage of Lewin's (circa 1950s) change model is the unfreezing stage that focuses on transforming the organizational climate to the desired state that will best facilitate the change. It is during the unfreezing stage, when the 'desired climate' is being created, that the level of resistance to on-coming change may decrease, paving the way for further implementation of change (Shannon, 2016).

According to Bouckennooghe, Devos & Broeck (2009), the organizational climate is the employees' shared perception about the internal circumstances under which change occurs within the organization. This perception affects employees' attitude and behaviour and ultimately, the success of the change effort. In the police organization, however, the study finds that it is the organizational leaders' perceptions and views of the need to use their positional power to coerce or reward employees to accept the change that determines the organization's climate during change. The author's study shows that the highest-ranking components of the climate under which organizational change occurs in the police organization are Politicking (POL) and General Support by Supervisors (GSS) with POL ranking the highest in responses followed by GSS.

The study also shows that the components of Trust in Leadership (TIL) and Participatory Management (PM) during the change process were marginally supported as components of the organizational climate in this transformation process. These climate components that are validated by the study have their basis in the interpersonal relationship between organizational leaders and their subordinates and in the pivotal role they play in impacting employees' readiness for change (Bouckennooghe, Devos & Broeck, 2009).

The study also finds that employees within the police organization view politicking (POL) as being an unavoidable climate component driving organizational change. To front line employees at the level of supervisors and below, politicking (POL) serves as a means by which organizational leaders exert authority and power to facilitate a hopefully successful change process. From this vantage point, politicking (POL) may be seen as a factor that both benefits the change process in the police organization and also contributes to the underlying organizational culture.

Supervisors play a crucial role during the period of change and may serve as mentors, coaches and influencers. Participants in the study hold the view that general support from supervisors (GSS) is vital to the organizational change effort in the police organization. Data from the study shows that having the support of supervisors would positively impact employees' support and acceptance of the change. These results, of the study, show that for a public sector organization, and in particular, a police organization, the components that will make for a climate where change can occur varies according to the entity and its employees. This is best seen when the study's results on what predicates acceptance of change is put forward.

According to (Shefali & Anuja, 2013 & Sminia & Van Nistelrooj, 2007), a climate defined by trust, between leaders and employees, facilitates the acceptance of change in a hierarchical organization. However, in the study, participants from the police organization gave only marginal support for trust in leadership (TIL) as a climate component under which change occurs. An interpretation of this response may be that whilst participants understand that trust in leadership (TIL) is an important climate determinant that facilitates change in the police organization, their experience does not support this. Hence, it is important for organizational leaders to adopt mechanisms that will facilitate trust in leadership (TIL) during the change process. In order for this to be done, there must be a strong humanistic emphasis that facilitates the readiness for change and encourages the ability to initiate change.

The Humanistic Management approach views the work place as a knowledge-sharing community where employees are involved in the decision-making process (Mele, 2013), during a period of change. As a result, employees are treated as partners in the organization



and play an integral role in the realization of the organizational goal (Wasioleski & Arnaud, 2014) through participatory management. In the study, participatory management (PM) and the level of employee involvement in the decision-making process, during the period of change, were marginally accepted as one of the climate components under which change occurs. This suggests that participants either did not have the requisite knowledge of what participatory management involves or have never experienced participatory management within the police organization during a change process. It must be noted that the mean score obtained in stage one, of the study for PM and TIL, was just above 3.00 or slightly above the neutral level of the Likert scale.

In summary, the instrument developed by Bouchenooghe, Devos & Broeck, (2009), validated four components of the organizational climate under which change occurs within a police organization (see Appendix B). The study identified the following climate components in the police organization during the period of change: Politicking, General Support by Supervisors, Participatory Management and Trust in Leadership. In the study, Cohesiveness was not validated as a component of the organization climate within the police organization. This may be owing to a couple reasons: participants did not experience cohesiveness when a change was implemented or that the study suffered from a limitation.

Finally, another element important to the success of the change process is the leader's perception of and experience with mechanisms to manage and influence the organization's climate. As stated above, change can be successfully achieved by effectively managing the component of the organizational climate. In relation to the police organization, it will

require that it adapt mechanisms that facilitate a climate that is conducive to change. The next section will discuss the mechanisms that were uncovered in the study.

### **5.3 Mechanisms**

The qualitative phase of the study builds on the empirical, (the components of the organizational climate that were identified in the quantitative phase) and provides an in-depth answer to Objective 3 of the study: To investigate organizational leaders' experience and perspective of the humanistic mechanisms to manage the organizational climate under which change occurs in the police organization.

The organizational culture, which is inherent in the organization's hierarchical structure and manifested through its leadership style, was identified as the generative mechanism that influences the overall organizational climate. This finding is in agreement with Fitzgerald & Stirling (1999), Cunningham & Kempling, (2009) and Iljins, Skvarciany & Gaile-Sarkane (2015), whose findings illustrate the process by which organizational culture impacts organizational climate. Within the organization's culture, several human-centred factors emerge that influence the organization's climate, namely: employee autonomy, fair play, trustworthiness, effective communication and self-management. These factors are referred to as causal mechanisms that organizational leaders must consider in any plan to influence and manage the organizational climate (see figure 7). Applied to the police organization, this means that its leaders should develop a sense of trustworthiness, fair play and ability to empower employees to foster a climate conducive to change. These practices are human resource focused and have been utilized to successfully manage organizational change (Tummers, Kruijven, Vijverberg & Voesebeek, 2015).

This, however, will require that the police organization embrace these selected human resource practice in order to effectively manage and influence the organizational climate during period of transformation. The study shows that this will require that the selected mechanism is aligned to or is in harmony with the organization's shared assumption, belief and value. This finding is supported by Cunningham & Kempling (2009) and Lingamenni (1979) who assert that change that is integrated and aligned with the organizational culture and brought about by a process that involves all employees will be supported and embraced. Thus, successful change management necessitate that the organization adopts culturally aligned practices, displays fair play and engages employees at all levels of the organization.

During the period of change, the organizational leaders' attitude towards the change and how it is communicated, may affect the change process. Organizational leaders' positive attitude towards change encourages employees to embrace the change and to actively engage in the process (Hoe, 2017). The participants in the study recognized that effective communication and positive leader attitude towards the change are essential in managing and influencing the mechanisms of the police organization's climate.

Police organizations rely on a structure of command and control and downward communication (Crook, 2008). The study shows that communication and leader attitude towards the change effort was viewed as vital skills for organizational leaders who are seen as lead change agents in influencing the organization's climate. Organizational leaders ability to communicate the change effort, and their attitudes toward the change process act as overlapping factors that influence or regulate causal mechanisms and the organizational climate under which change occurs (see figure 7).

Fair play, trustworthiness, effective communication and self-management are human resource practices that are inherent in a humanistic management approach. The study also suggests that organizational leaders within the police organization embrace and develop these human resource practices, as part of their leadership style in order to build a climate conducive to change. Consequently, once this is done, their leadership style during the period of change, would be in alignment with the needs of the employees and add to a conducive climate. This outcome is supported by studies conducted by Tummer, Kruyen, Vijverberg and Voeselek, (2015) and Rogg, Schmidt, Shull and Schmitt, (2003), who found that human resource practices influence the organization's climate. In a culture guided by humanistic management, employees are collaborators in the organization where cooperation, participation, and interpersonal relationships are encouraged between employees and organizational leaders, and accountability is built through trust (Forteir & Marie Noelle, 2015) giving employees greater autonomy and fuller participation in the change process.

In summary, in the time of change, organizations need to create a climate that is flexible, responsive and participative (Collier & Esteban, 1999). While there exist many components of climate together, these components constitute the organizational climate under which change occurs within the organization, and for change to be successful, necessitate that the organization facilitate a climate that is conducive to the change effort.

Human resource practices, such as: employee autonomy, effective communication, fair play, trust and self-management the study suggest, may influence the organizational climate under which change occurs and facilitate the readiness for change or the ability to initiate the change. These human resource practices are integral components of a humanistic

management approach in managing change. The humanistic management approach to managing change does not assume that change starts from a process of stability and believes that employees' empowerment and participation (in the change process) is the key to creating a climate conducive to change. In addition, an effective change management approach can play an important role in minimizing resistance to change, and at the same time can provide a framework for leadership to support and understand the change and its impact on employees. In an effort to present a conceptual model around the findings, each causal mechanisms or factors that was uncovered, will be further discussed in the next section.

#### **5.4 Organizational Climate Influencing Factors**

A critical realist researcher seeks to uncover causal mechanisms that generate or influence the empirical. It is important to understand each mechanism that emerges from the study and to develop an understanding of how each mechanism either manages or influences the organization's climate under which change occurs within the police organization. The study's causal mechanisms uncovered are: effective communication, cultural autonomy, self-management, fair play and trust.

##### **5.4.1 Effective Communication**

In order to achieve the required buy-in from all members of the organization, change must be effectively communicated to employees (Hale, 2006). Effective communication will then lead to effective change management (Athanasziades. J. C. (1973), and as the study reveals, will also engender trust between leadership and staff. As a mechanism, effective

communication occurs when organization leaders foster an environment of trustworthiness and a caring attitude. Several studies support the view that effective communication facilitates readiness for change (Dent & Goldberg, 1999; Jones et. al., 2003), is an important characteristic of leadership (Person-Goff & Herrington, 2013), and is a main pillar in human relations management (Jones, 2008). The literature also suggests that communication serves as a means for organizational leaders to channel the organization's present and desired states (Armenakis, Harris & Mossholder, 1983). However, many of the participants in the study believe that formal communication must maintain its 'command and control' structure within the police organization.

In the study, effective communication was identified as a mechanism that influences the organizational climate's component; trust in leadership (TIL). The study found that an organization's leaders must display enough job knowledge to gain the initial trust of employees. In other words, mastery of job knowledge is equated to having confidence and the spin-off effect is that the leaders who are confident are perceived as being trustworthy. As a result, trustworthy leaders allay any uncertainty and will have a higher possibility of staff, favourably receiving communication from the top down.

From a management perspective, the relationship between trustworthiness and communication is that they both influence trust in leadership (TIL), which is an essential component in creating an organizational climate under which change occurs. Effective communication and trustworthiness are important characteristics of a humanistic management model and both serve as mechanisms for influencing trust in leadership. The data suggests that effective communication affects the organizational climate under which change occurs, by influencing trust in leadership during the change process.

While effective communication is important during the period of change, participants believe that communication must be in alignment with the organizational culture. Applied to the police organization, this means that participants believe, that while effective communication may influence trust in leadership and subsequently employees' support for the change, formal communication of change must follow the established pattern of communication, which is the 'command and control' approach.

#### **5.4.2 Employee Autonomy**

Participatory management, as a component that influences organizational climate, requires that employees be viewed as partners in the organization, where employees and organizational leaders collaborate to arrive at decisions involving organizational change (Wasioleski & Arnand, 2014). Organizational culture influences the decision-making process and how leaders within an organization arrive at a decision (Hall, 1994 as cited by Kyriakidou, Ling Zang, Iles & Mahtab, 2010). It can be concluded that by involving employees in the decision-making process, they develop a sense of autonomy and recognize that they are partners in the organization.

The participants in the study recognized that during the period of change giving employees greater autonomy and involvement in the decision-making process, might pose some challenges to the typical police organization that tends to rely on a 'command and control' structure. Greater autonomy and involvement in the decision-making process requires that a balance be created between the organizational culture and the amount of autonomy granted to employees, which when applied to the police organization, will mean that leaders within that organization will prefer to maintain a healthy portion of control.

Consequently, in a rigid hierarchical organization like a police organization, employee autonomy needs to be tailored to the existing culture, in a way that it allows for the creation of a balance between autonomy and organizational culture as a means of influencing participatory management. The author refers to this balance as *organizational cultural autonomy*. This nomenclature is consistent with Crank, (1990) as cited by Carlan & Lewis (2009), who assert that employees do not object to their decisions being reviewed by others and yet express confidence also in the degree of autonomy extended to them. In other words, a balance can be struck between a hierarchical organizational culture and organizational autonomy to facilitate greater autonomy and involvement for the employees in the decision-making process during change effort.

It is worth noting that several of the participants in the study were cautious when speaking about autonomy, as they were fearful that too much employee autonomy might undermine the organization's traditional culture of 'command and control'. It appears that participants, while supportive of greater involvement, did not want to lose power and control entirely over their subordinates. Many of the participants believe that while a certain degree of autonomy must be given to employees, alignment with organizational culture is crucial. There was also a general consensus, that in granting employees greater autonomy, there must also be strong and effective communication between organizational leaders and employees during the change effort. This response is consistent with Sminia & Van Nistelrooj, (2007), who assert that communication develops trust, confidence and commitment between organizational leaders and employees. However, this may require that the communication style also be aligned with the organizational culture that is embedded in the hierarchical structure of the organization.



### **5.4.3 Self-Management**

In transforming the police organization into one that adapts a humanistic system, Collier & Esteban (1999), assert that within a participative organization, authoritarianism is replaced by self-management and control is replaced by trust and transparency, where responsibility and accountability become the responsibility of every member of the organization. Self-management was identified in the study as a mechanism for developing a structure of support of supervisors during the period of change and requires that organizational leaders develop an environment of trust, open communication and mentorship in order for this mechanism to influence the organizational climate.

Empowering employees with the necessary authority to make decisions, based on their expertise or knowledge, allow employees to develop a sense of belongingness, trust and support of their supervisors and organizational leaders. The study uncovered that self-management empowers employees because they arrive at decisions with little intervention from organizational leaders. The overall impact of this is that it fosters a trusting and supportive environment that advances the change effort. Senior leaders in the organization support this empowerment and decentralization of their authority on the condition that any managerial authority or empowerment delegated to employees must be built within the confines of the organizational culture itself.

It is worth noting that there is evidence in the literature that supports the notion of leadership being shared among organizational members, since employees in the organization possess skills and abilities that complement those of the organizational leaders (Yi, 2012). Yi (2012) further asserts that a new generation of employees, along with the reality of growing job complexity, have given rise to the concept of leadership sharing

power and responsibility among followers.

The participants of the study support the view that, self-management as a form of empowerment allows employees to develop a sense of autonomy in arriving at decisions on issues affecting them, particularly where the organization's leaders act as facilitators or mentors. However, the participants suggest that this form of autonomy must take into consideration the organizational culture in arriving at such decisions. The study also found that effective communication and autonomy provides the avenue for self-management to develop.

#### **5.4.4 Fair play**

In the police organization, the utilization of politicking (POL) has been an accepted vehicle for change. In organizational politics, leaders use their positional power as a legitimate means to coerces or rewards employees to ensure that the change occurs. That is, politicking as a component of the organizational climate is considered a fundamental activity during the change period. Organizational politics that are aligned with organizational goals may yield greater success for both the employees and the organization (Nzulwa, 2006). During the change process, the study found that fair play and transparency influence the level of politicking within the organization. Furthermore, the study found that politics is actually a strong component of the organizational culture and can influence the organizational climate during a period of change. Leaders in the police organization readily use politicking to coerce and reward employees for embracing the change effort. This is considered a normal condition under which change occurs within the organization.

The study found that in order to reduce the negative impact of politicking in the organization's climate, during a period of change, the organization must identify the objectives of all employees and harmonize them with the organizational goals, in order to develop a fair and transparent perspective. In harmonizing employee and organizational goals, a political coalition is built to embrace the change effort. That is, organizational leaders should factor politics into the change process and effectively use it as leverage to successfully manage the climate under which change occurs. McCallister, (2004), presented similar results in his study on leading change. A fair and transparent process, during the change effort, can positively influence the level of politicking within the organization, allowing organizational members to eventually trust the process and embrace the change.

In summary, participants are of the view that fair play and transparency, by the organizational leaders, positively influence the organizational climate of politicking. The data shows, that as a mechanism, transparency should accompany fair play to reduce organizational dysfunction. During change, politicking can have positive or negative effects on the organization, but requires that leaders properly manage it (Buchanan and Badham, 1999). That is, the proper management in politicking may require that during a period of change, the organization embed fair play and transparency within the organizational policies and operations so as to minimize the negative effect of organizational politics.

### **5.5 Organizational Climate Generative Mechanism**

Critical realism's main objective is to uncover the generative mechanism or the very source or origin of causal entities. In simplified terms, generative mechanism, serve as a necessary

precondition for the actual and empirical. Organizational culture was uncovered in the study as the generative mechanism that was a necessary precondition for the causal mechanisms and the organizational climate under which change occurs in the police organization. Communication and leaders' attitude were uncovered as sub-generative and overlapping mechanism that impacted the actual and empirical level.

## **5.6 Organizational Culture**

The management of hierarchical organizations requires that leaders value and seek consensus with their employees as partners, regardless of their hierarchical position (Schulte, 1996). As partners, employees' full potential may prove beneficial to the organization; however, the values and beliefs of the employees must be brought into harmony with the existing culture of the organization. While organizational climate is the shared perception that organizational members develop or experience about the internal circumstance under which change occurs, the study found that organizational culture provides an avenue or context that regulate the organizational climate.

The organizational culture was identified as the generative mechanism that regulates the organizational climate under which change occurs. That is, the circumstance under which change occurs is influenced by the organizational climate. These findings are consistent with Scheider, Eihart, & Macey, (2013) and Cunningham & Kempling (2009), who suggest that during the change process, organizations need to create an environment that balance the organizational culture with change and its mechanisms. Thus, organizational leaders must take into consideration the organizational culture when planning to influence or make changes to any component of the organizational climate.

In the police organization, senior leaders are of the view that while the organization's hierarchy may be receptive to change; any change effort must be subordinate to the organizational culture that is embedded in the hierarchical structure. This finding is supported by Fitzgerald & Stirling , (1999), who asserts that any change effort within public sector organizations is impacted by the organizational culture; a situation that may create significant challenges for any transformational effort on the part of the organization. Participants in the study view the organizational culture and its leadership as integral parts of any change effort that might be successful. Recognizing the importance of establishing a dynamic relationship between a changing organization and its organizational culture will help leaders to create an environment that will transition employees from the present culture to a new one (Cunningham & Kempling, 2009). Participants believe that organizational leaders need to exert their power and control, and at the same time, they must find a way to share with employees some of their power so that employees can exercise a degree of autonomy. However, if there does not exist a balance between autonomy and control, this situation might trigger resistance toward any change effort in the organization (Abbey, 2010).

In the police organization, leaders support employee involvement during the period of change, but also require that some degree of 'command and control' remain. The participants are of the view that greater involvement on the part of employees, especially where they have the capacity, can help the organization to become more efficient and effective, and at the same time, improve the leaders' decision-making process during the change effort. The participants support the view that employee involvement can also assist the organization in being more effective, particularly if employees participate in the decision-making process regarding issues that directly affect them. However, their

involvement must be harmonized with what the organization views as the traditional culture of the organization (Person-Goff & Herrington, 2013). This traditional culture that participants often refer to, is one in which leadership has absolute power and control over the employee's decision. Organizational leaders believe that they must have some degree of control on any decision that the employees make. They believe that the degree of autonomy or employee involvement that the organization can permit is dependent on the organizational culture and that there is need for a balance between control and autonomy. This is consistent with Ijins, Skvarciany & Gaile-Sarkane (2015), who found that during the period of change the organizational climate is influenced by cultural factors, such as employees' satisfaction in the form of employee empowerment. In turn, any change initiative that does not consider the organizational culture as an inherent part of the change process in creating a climate conducive to change is bound to meet resistance (Aguirre & Von Post, 2013). Thus, in facilitating a climate conducive to change, the organization needs to look into the main parameters of the organizational culture and harmonize them with each mechanism that influences the climate.

### **5.7 Modelling Organizational Climate under which Change Occurs and Its Generative Mechanism**

In an effort to address objective 4 of the study, '*to make recommendations for the management of a changing police organization*', a conceptual model illustrating the key mechanisms/elements influencing the creation of a climate conducive to the implementation of change in a police organization is presented.

Organizational change is either planned or emerges. Implementing this change can be governed through several different models. The plethora of literature reviewed for this

study support the assertion that no change management model is universally applicable to all organizations as each organization is unique, and, as such, change models must be selected or adapted with the organizational culture, structure and employee needs in mind (Erciyas, 2018).

Lewin's (circa 1950s) change management model views the management of change as three manageable stages. The primary stage of Lewin's (1950s) change model is the unfreezing stage that focuses on transforming the organizational climate to the desired state that will best facilitate the change. It is during the unfreezing stage that the level of resistance to change may decrease, thereby, creating an enabling organizational climate (Shannon, 2016). In addition, there are many similar change management models that prioritize the creation of a desired organizational climate prior to implementing change. The types of organizational climate have also been the subject of many studies; however, studies demonstrating the value of a humanistic organizational climate, to facilitate the change or need for change are limited.

During the period of change, the study found that Politicking (POL), General Supervisor Support (GSS), Trust in Leadership (TIL) and Participatory Management (PM) were the four organizational climate components under which change occur. The most instrumental force among the climate components is the organizational leaders' positional power that is utilized to coerce or reward employee to embrace the change effort. While politicking (POL) was the most dominant climate component, general supervisor support (GSS) was seen as a necessary component during period of change. The study established that organizational leaders are of the view that the organization can produce a climate conducive to change using human resource practices that are inherent in the humanistic

management approach. Several humanistic practices were identified that facilitate a climate conducive to the change effort. A climate conducive to change then creates a readiness for change or the ability to initiate the change. However, the alignment of these practices with the organizational culture is critical.

The conceptual model, Figure 7, graphically displayed the outcome of the study supported by the literature. The model presented to assist organizations in understanding the components that influence the organizational climate during a period of change. The conceptual model is a visual summary of the outcome of the study as captured through the social actors within the police organization. The study identifies organizational culture as the generative mechanism that regulates and influences the organizational climate under which change occurs. As the key mechanism, it is placed at the top in its own box in the conceptual model. The study also identifies four main factors or mechanisms - as understood by organizational leaders - that affect the organizational climate (see figure 7). The outcome of this study is consistent with Iijins, Skvarciancy & Gaile-Sarkane (2015), who conducted a study on organizational climate during periods of change and found that the organizational culture influences the organizational climate.

Each element in the conceptual model plays a significant role in facilitating the creation of a climate that enables a readiness for change or ability to initiate the change. That is, the model facilitates a climate conducive to change. The model suggests the key role the organizational leaders play as the lead change agent in communicating the change, projecting a positive attitude towards the change, selecting the mechanisms to influence the climate components and ensuring that the mechanisms and climate are aligned with the main cultural parameters.



First, from left to right, the model starts with the need for the organizational leaders to create a climate that is built on trust, which necessitate that organizational leaders openly communicate the change and also develop positive attitudes towards the change effort.

Second, organizational leaders must develop a sense or appreciation of employee empowerment, human dignity and trustworthiness through the utilization of mechanisms such as: autonomy, self-management, fair play and trust and effective communication in order to create a climate conducive to change. These mechanisms were found to be essential factors for climate transformation and facilitating readiness for change or ability to initiate the change.

Third, once the organizational leaders have developed the appreciation of the mechanisms that influence the climate, they will incorporate the mechanisms during the change process, which will eventually increase or decrease the level of the different components of the organizational climate. For example, if during the change process the organizational leaders increase/decrease the level of transparency, trustworthiness and fair play of the present and desire state of the change this will decrease/increase the need for coercion and rewards for employees to embrace the change.

Along the entire route of the model, when moving from left to right, the organizational leaders, before the implementation of any of the elements in the model, must ensure that they aligned with the main parameters of the organizational culture. That is, the organizational climate components, the organizational climate, the mechanisms/influencing factors and how leadership communicates change feed or get its meaning from the organizational culture and must align with the main organizational cultural parameters for it to produce a climate that is conducive to change. That is, in order to produce a climate that facilitates the readiness for change or ability to initiate the change the organizational leaders must constantly check that mechanisms, the climate components and the communication system are aligned with the main parameters of the organizational culture (See figure 7).

In the model, the double directional arrows from the organizational culture to the ‘organizational leaders’, ‘organizational climate influencing factors’, ‘components of organisational climate’, and ‘the desired organizational climate’, indicate that a cultural alignment in several areas is required to facilitate a climate improvement that will enable the change process. That is, in any climate improvement effort the organizational leaders must ask if the mechanisms, the climate components and the organizational climate are compatible or aligned with the main parameters of the organizational culture, and if they are not compatible, consider how it can be brought into compatibility. The important role of organizational culture in successfully managing the change process cannot be overstated. The conceptual model also illustrates the important roles of the organizational leaders as the lead change agent in effectively communicating the change effort and displaying a positive attitude towards the change process. Hence, communicating the change and portraying a positive attitude towards the change has been placed in the first rectangle in the conceptual model (see figure 7). In the model, all the identified causal mechanisms of the organizational climate are placed with double directional arrows from the organizational culture to signify the need for aligning with the main organizational cultural parameters that are embedded in the organization’s hierarchical structure (see figure 7).

Organizational leaders who are considering making changes or influencing the organizational climate must first ensure that the change effort is effectively communicated to the organization’s members and must project a positive attitude towards the change. It is important to understand the components of the organizational climate under which change occurs within the organization before considering the mechanisms for improving the climate. Now, let’s say the organizational leaders intend to influence the level of politicking (POL) as a climate component under which change occurs. This will require that the

organizational leader displays fair play and transparency in the implementation of the change process, in particular, as it relates to the present state and desired outcome of the change. In addition, the means by which fair play and transparency are implemented within the organization must align with the prevailing culture of the organization.

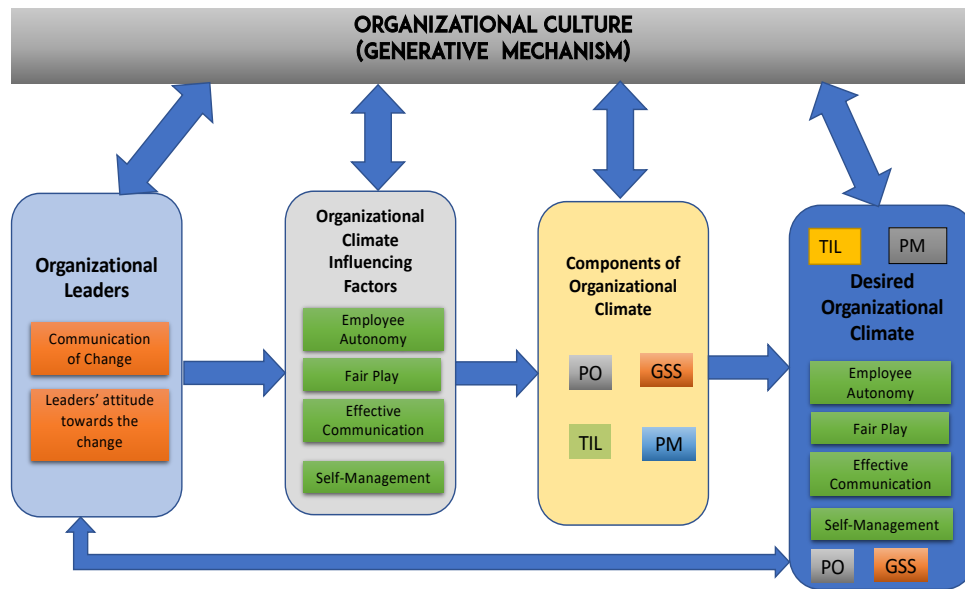
Politicking as a component of organizational climate, is considered a fundamental activity in the police organization under which change occurs. It derives its power, authority and influence from the culture and structure of the organization, so it is imperative that the organizational leaders display transparency and fair play during change to minimize the negative effect of politicking. On the other hand, fair play and transparency as mechanisms for politicking must be built into the culture of the organization and be aligned with the organizational culture.

Of importance to the study's conceptual model is the assertion that a humanistic management approach through the utilization of human resource practices recognizes that an organization's fulfilment of its employees' needs, and respect for their dignity motivates them to perform on the organization's behalf and facilitate a climate conducive to change. Thus, humanistic management approach to managing change creates a climate conducive to change by triggering a high level of motivation towards the change effort, which will translate into a high level of dedication and vigour toward the change and create a climate conducive to change. Thus, by prioritizing the human factor of all employees facilitate the conduciveness of a climate to change within the organization by ensuring that motivation to change is not externally driven.

Finally, as stated by many studies, the purpose of altering a work environment is for it to be conducive to change. In addition, to echo Lewin (circa 1950s) and Shannon (2006), leaders in a police organization must have a 'desired' climate under which change will occur. As the study asserts, this 'desired' climate signifies the readiness for change or the ability to initiate the change. In the concept model, this is illustrated by the last rectangle that has double directional arrows going from the organizational culture to the 'Desired' climate, and a one-directional arrow going from the organizational leaders or change agents to the 'Desired' climate. Note that organizational leaders would be influenced by the organizational culture, and they would be actively communicating change and have a positive attitude towards change throughout the creation of the desire climate. This skill and attitude would equip them to implement humanistic practices in order to foster a climate conducive to change that is based on the findings of the study.

In the final analysis, in creating a climate conducive to change that facilitates the readiness for change, or the ability to initiate/embrace the change the organizational culture plays an integral role in enabling cultural factors/mechanisms to influence the organizational climate. That is, the organizational climate plays an inherent part in facilitating the change process through the readiness for change or ability to initiate the change. Thus, in creating a conducive climate the organizational culture plays an integral role in determining how successful the mechanisms will be in managing or influencing the organizational climate under which change occurs. The study found that the organizational culture regulates the components of the organizational climate and that the climate determines how the employees will respond to the change. The model underscores the important role organizational culture plays in managing or influencing the organization's climate and serves as a guide for the development of recommendations for practice (see figure 7).

**Figure 7:** Conceptual Model: Generative Mechanisms influencing Organizational Climate  
Source: Author



## 5.8 Summary

The conceptual model is based on the analysis of the literature review that shows a natural progression from the organizational culture to climate improvement mechanisms that facilitate or create a climate that enables the change effort. The study validates four components of the organizational climate under which change occurs and positions the organizational culture as the regulating mechanism that influences or determines the climate components, the mechanism and the communication system for channelling the change effort. That is, the study validates Bouckenoghe, Devos & Van Den Broeck's (2009) climate components and IJjins, Skvarciany & Gaile-Sarkane's (2015) study that during period of change organizational culture influences the organizational climate. Organizational culture serves as an important catalyst for shifting the organizational

climate under which change occurs within a police organization. As the generative mechanism, the organizational culture impacts the climate components. That is, the organizational culture influences the organizational climate and its mechanisms during period of change. Thus, to effectively manage the organizational climate, it will require that organizational leaders factor in the organizational culture during the change process in order for the change to be successful. This study also found several factors or mechanisms that organizational leaders must consider in order to create a climate conducive to change before change is implemented.

The conceptual model represents the outcome of the DBA thesis, developed to answer a managerial issue supported by the examination of the literature. The model provides organizational leaders with an avenue both to change and to influence the organizational climate under which change occurs, within a hierarchical organization using a humanistic perspective. This was the ultimate aim of the DBA research.

The studied conceptual model can be a valuable tool for public sector organization or hierarchical organizations to use in implementing a humanistic approach in managing or influencing its organizational climate under which change occurs. The model can also be useful to an organization that chooses to prioritize interpersonal relationships among employees and organizational leaders, a strategy which will influence the climate positively. While the author developed the model primarily for application in the public sector, it can also be used in private sector organizations that are in the process of improving or changing an identified component of its organizational climate to one that is more humanistic in perspective and approach.

## **CHAPTER 6. CONCLUSION AND IMPLICATIONS**

This chapter discusses the extent to which the research has achieved its aims and objectives. It outlines the study's findings, addresses the study's limitations and presents areas for future research and recommendation for practice.

### **6.1 Review of the research Aim and Objectives**

The overall aim of this thesis was to investigate, from a humanistic perspective, the underlying mechanisms that influence the organizational climate under which change occurs in a police organization. Four specific objectives were developed to address the research aims:

- I. To consider key literature on managing a changing organization;
- II. To investigate the components of the organizational climate under which change occurs in the police organization;
- III. To investigate the perceptions and experiences of senior leaders of the police organization in managing the organizational climate under which change occurs from a humanistic perspective;
- IV. To make recommendations for the management of a changing organization.

The aims and objectives of the study were achieved through a critical analysis of the literature; administration of a questionnaire to front line employees and their supervisors; a semi-structured interview conducted with senior leaders of the police organization and the development of a conceptual model for managing the organizational climate under which

change occurs in the police organization. This section will address how each specific objective was achieved.

**Objective One** was to identify key literature in managing a changing organization. The researcher was able to develop a review of the scholarship regarding the management of organizations in the midst of change. In particular, the researcher identified pertinent practices and challenges in managing a changing organization. Current debates on the challenges in managing an organization in the midst of change and possible gaps in the literature on managing the climate of a changing organization from a humanistic perspective were uncovered. Current literature was limited in this regard.

**Objective two** was to evaluate the various aspects of the organizational climate under which change occurs in the police organization. This was achieved through a self-administered questionnaire adopted from Bouckenooghe, Devos & Van Den Broeck (2009) and administered to front line employees and their supervisors. The aspects of the organizational climate uncovered in the study served as a guide in developing the semi-structured interviews used to accomplish objective three.

**Objective three** was to uncover the mechanisms that influence the organizational climate under which change occurs in the police organization. In order to understand the senior leaders' practical knowledge, experiences and beliefs in unveiling these mechanisms, a semi-structured interview was utilized. The results of objective two and objective three were then integrated to develop a conceptual model to represent the relationship of the mechanisms uncovered in the study findings.



**Objective four:** was to make recommendations for the management of a changing police organization. This was achieved through the development of a conceptual model that identify the underlining mechanisms that influence the creation of a climate conducive to change. This model serves as a guide where key recommendations were made for the management of a changing organization.

### **6.1 Outline of finding**

The study's mixed method approach, with an explanatory study format, allowed the researcher to arrive at a richer understanding of the organizational climate through the organizational senior leaders. Firstly, the quantitative phase allowed the researcher to determine the organization's internal contextual background under which change occurs in the police organization. This served as the basis to inform the second phase of the study, specifically in the development of the structure and format for questions that were used in the semi-structured interviews. Secondly, the qualitative phase, allows the researcher to explore the organizational leaders' perceptions and experiences to extrapolate the mechanisms senior leaders within the organization used to manage the organization's climate during the period of change. That is, the approach allowed the researcher to develop a holistic perspective of the organizational senior leaders' behaviours and experiences in managing the organizational climate.

The critical realist approach employed in this study facilitated the researcher's understanding of senior leaders' practical knowledge and experience in order to uncover the underlying mechanisms that influence the organizational climate under which change

occurs in the police organization. Research from a humanistic perspective was limited and this gap in knowledge was filled by this study.

Humanistic leadership primarily focuses on allowing the employees to flourish within the organization as human beings. In allowing the employees to flourish within the organization, humanistic leaders adopt practices that centre on developing interpersonal relationships with employees by giving them greater autonomy and involvement in the organization, while also building accountability through trust and confidence. While humanistic leadership focuses on meeting the needs of employees through greater involvement, it also adopts the utilitarian principle by looking at the greater good for the entire organization.

The study shows that politicking and supervisor support are the main components under which change occurs within the police organization. The study further shows the value of employee's participation in the decision-making process and trust in leadership as important components of the organizational climate. In creating a climate conducive to change, it was uncovered that these components of the organizational climate can be managed and influenced by humanistic factors, such as: fair play, trustworthiness, effective communication, employee autonomy and self-management. By influencing the components of the organizational climate, these mechanisms create a climate conducive to change. In creating a conducive change climate, these mechanisms facilitate the readiness for change and encourage the ability to initiate/embrace change.

It was uncovered in the study, that organizational leaders embrace humanistic approach to manage and influence the organizational climate, if the organization's underlying culture or

cultural assumption predicates the mechanisms. The organizational cultural assumption of command and control is non-negotiable if organizational leaders are to embrace any new leadership paradigm in influencing the organizational climate during the change process. That is, for the organizational culture and the mechanisms to align may necessitate that a balance is struck between the degree of autonomy, employee inclusion and hierarchical leaders' needs to have command and control over employees.

In an effort to explicate the findings of the study, a conceptual model was developed. The conceptual model developed is a descriptive diagram built from the outcomes of the study and supported by the literature. The conceptual model outlines the role of the organizational leaders during period of change, the organizational climate, and its causal and generative mechanisms. That is, it connects the findings and all aspects of the inquiry (Armitage, 2008). In the police organization, the mechanisms uncovered influence the organizational climate. Organizational leaders must first factor in these mechanisms when planning to influence or improve the organizational climate under which change occurs (see Figure 7).

In the conceptual model, organizational culture serves as the generative mechanism for shifting the organizational climate. As the generative mechanism, organizational culture regulates the causal mechanisms in the actual realm of reality and the organizational climate that represent the empirical realm of reality. The study uncovered that the causal mechanisms influencing the organizational climate are cultural autonomy, fair play, effective communication and self-management. These are important organizational cultural factors that influence the organizational climate under which change occurs in the police organization. In addition, leaders' attitudes towards the change effort and effectively

communicating the change were uncovered as important leadership roles during the change process. The study revealed that influencing the organizational climate may require that the planning of any change effort take into consideration the organizational culture that is inherent in the hierarchical structure of the organization. A disconnect between the organizational climate and culture may cause employees to question the change. To avoid this disconnect, organizational leaders during the planning stage of any change effort must question if the mechanism that will be used to influence the organizational climates are aligned to the organizational culture and if they are not aligned, can it be aligned with the main cultural parameters (See Figure 7).

The literature suggests that effective communication and positive leader attitude towards the change must predicate within the entire organization during the change effort.

Organizations are changing and more academically qualified employees are entering police organizations (Sklansky, 2011 & Batts, Smoot & Scriver, 2012) seeking greater autonomy and participation regardless of their hierarchical status (Batts, Smoot, & Scriver, 2012). As employees seek greater inclusion in the organization, they have the power to change the organizational culture or integrate into the culture of the organization. As greater inclusion is given to employees the level of communication and positive leader attitude towards the change are paramount to the success of the change effort.

In the final analysis, the conceptual model represents the outcome of study. The humanistic factors uncovered in the study, that influence the climate, allows the organization to be responsive to the needs of the employees, allow employees to become an integral part of the organization and allows employees to feel valued which serve as a source of motivation for employees and generate positive outcome at both the organizational and employee level

during the period of change. Organizational leaders can use the model to manage and influence the organizational climate. Leadership within the organization can then plan actions and strategies to implement the mechanism(s) necessary to influence the organizational climate in the transformation process, or any specific aspect of the organizational climate, prior to any change effort (see Figure 7).

## **6.2 Limitations of the Study**

Knowledge from a critical realist epistemological stance is viewed as provisional and aims to provide the best possible explanation that is time and context specific. In conducting this study in a police organization and based on the chosen methodology, this study acknowledges certain limitations in conducting this study that impacted the scope of it.

In the police organization, the organizational climate components were evaluated using an instrument developed by Bouckenooghe, Devos & Van Den Broeck (2009). This instrument identified five possible components of the climate under which change can occur within an organization. Admittedly, Bouckenooghe, Devos & Van Den Broeck (2009) instrument may be seen as a limitation of the study as it restricts the number of climate components under which change occurs within organizations. However, the instrument was utilized because it was developed based on a humanistic perspective and has been tested in both private and public sector organization inclusive of police organization.

Organization cohesiveness may be seen as another limitation in the study. While cohesiveness did not factor as a component of the police organization, elements of

cohesiveness did factor into other components of the organization's climate. Thus, it is difficult to isolate the true impact of organizational cohesiveness on the study and in particular on leadership, the organization's climate components, and the culture of a changing organization.

The proposed research is also limited to the examination of the senior leaders' perceptions about managing the organization's climate under which change occurs within the organization. However, to influence and optimize the organizational climate through human resource factors that is inherent in the humanistic management approach requires that the organizational leaders adapt leadership style that can facilitate a climate conducive to change. Thus, the researcher believes that the organizational leaders are in a better position to determine the mechanisms they would embrace in managing the organizational climate during period of change. In addition, the different components that were validated were based on the perceptions and experiences of front-line employees and their supervisors and not on a sample of the entire rank and file of the organization. This may be viewed as a limitation of the study; however, the researcher's view is that the different organization climate components could be best validated and understood from the perspective of the front line employees and supervisors who directly work within those climatic components and can provide a richer perspective of the organizational contextual background regarding the climate under which change occurs.

### **6.3 Recommendations for Future Research**

The study proposed a conceptual model capable of changing or influencing the organization's climate in an effort to produce a climate conducive to change. This model

provides a structure that identifies the organizational leaders as the lead change agent, the generative and causal mechanisms that influence the organization's climate. However, due to the research design used in this study, a cause and effect study could be used to explore the relationship between the generative and causal mechanisms, and the organizational climate.

The study uncovered that cohesion could not be validated as a component of the climate under which change occurs in the police organization. This may be due to the police organizational culture that is inherent in its hierarchical structure. That is, the police organization is built on a hierarchical structure that adopts a communication hierarchy where change initiatives are viewed from a point of stability and implemented using the organizational leaders legitimate positional power to coerce and reward employees to embrace the change. Thus, further empirical research can examine the conceptual model and its application outside the context and limitation of this study. In particular, a researcher may examine a cohesive organization with cohesiveness as a component of the organization climate rather than elements of cohesiveness shared among the components of the organizational climate. In addition, a correlation study could explore the relationship between cohesiveness and the generative mechanism proposed by the study prior to any further empirical research to validate the mechanisms uncovered.

#### **6.4 Research Contribution to Knowledge and Practice**

Critical realism asserts that knowledge of the world is context and time specific, and seeks to provide causal explanation about an empirical phenomenon (Eriksson & Kovalainen,

2008). Thus, a critical realist views knowledge as being provisional and provides explanation beyond what is currently known.

The theoretical contribution of this research centres on providing a clearer explanation and linkage between the organizational culture, organizational climate components, and the humanistic factors, in creating a climate conducive to change. Thus, the explanation provided by this research expands the existing body of theory by creating a deeper explanation on creating a climate conducive to change that facilitates the readiness for change, or the ability to initiate/embrace the change. In addition, knowledge was added to the understanding of practitioner and academia through the validation of the components of the organizational climate, under which change occurs, within the police organization. Knowledge was also added through the investigation of the perspective of senior leaders in managing and influencing the organizational climate using a humanistic management approach, which placed employees at the centre of the change process through dialogue, involvement in decisions and interaction.

The study's conceptual model is the specific contribution to practice for organizational leaders in the police organization. The model provides organizational leaders with an avenue both to change, and influences the organizational climate during the period of change, using a humanistic perspective. This conceptual model is not prescriptive, but rather presents the key components of the organizational climate and its mechanisms. This model can be used as a guide to manage and influence the organizational climate, and may enhance organizational leader outcome in creating an enabling environment, in successfully managing change. It presents the generative and causal mechanisms that regulate and



influence the organizational climate, using a humanistic perspective, which has been a gap in knowledge.

In summary, the primary aim of the researcher in this study was to look at the concept of managing a changing organization from a new perspective. A perspective that is humanistic in nature, which places employees at the centre of the change process through dialogue, involvement in decisions, and interaction. This has led to the development of a conceptual model which is based on creating a climate that facilitates the readiness for change or ability to initiate/embrace the change, using key human resource practices that were uncovered in the study. Thus, adding to knowledge, practice and theory in managing a changing organization.

## **6.5 Recommendations**

The study recognizes that in creating a conducive climate that facilitates the readiness for change or ability to initiate the change, it requires that the organizational leaders consider several culturally aligned factors. Of importance to the study is that a humanistic management approach recognizes that an organization's fulfilment of its employees' needs, and respect for their dignity motivates them to perform on the organization's behalf and facilitate a climate conducive to change. It is hoped that employees would then develop more commitment to the organization, as the organization embraces a culture, where the employees develop a sense of identification with the organization (Guest 1989 as cited by Jones 2000). This process will require that the organization embraces the humanity of people, through participatory management and the kind of respect for human potential that promotes a culture of freedom within the organization (Mele, 2003). Working towards this

autonomous and supportive type of work environment may transform organizational change and leadership effectiveness Hocine & Zhang (2014) during the change process.

In the study, the organizational culture serves as a generative mechanism that regulates the organizational climate and its mechanisms. As the generative mechanism, it serves as an important factor that influences the components of the organizational climate in the police organization. On this basis, initiating practices or mechanisms that are not aligned with the organizational cultural main parameters, assumptions and values may result in a climate that does not facilitate the change process. The identification of generative and causal mechanisms may provide key recommendations by which to improve the organizational climate. In consideration of the study outcome, the below recommendations are listed in order of priority:

- I. Organizational leaders may view employee autonomy and inclusion in the police organization as a decrease or loss of power, which can be extremely threatening. As a result, the organization may need to consider providing institutional context to redefine the distribution of organizational power in a manner that will develop the trust and confidence of all the stakeholders of the organization. It is commonly agreed that communication and transparency between organizational leaders and employees can build trust and may lead to an improved organizational culture. It is therefore, recommended that the policy-making unit of the organization invite organizational members to an open and frank discussion on issues of cultural autonomy and employee involvement in the change process. This momentous undertaking can contribute significantly to organizational members commitment to the organizational climate and mechanisms during the change effort.

- II. Communication and leaders' attitude towards the change effort were also uncovered as important factors that facilitate the change process. While the study revealed that organizational culture should be at the centre of any mechanism aimed at influencing the organizational climate, the alignment of culture with the climate may require that during the change process, that management creates an organizational climate that is built around open communication and positive leadership attitudes toward the change effort. It is, therefore, recommended that throughout the change process, that the police organization communicates the change and creates positive leader attitudes towards the change effort.
- III. An organizational culture encompasses a broad aspect of the organization's processes and systems. It is recommended that a cultural audit be conducted of the police organization to identify the processes and systems that are considered paramount to the organization's core values, mission and vision. This audit should lead to a set of processes and systems that are consistent with the underlying cultural values, norms and shared assumption of the organization, after which the mechanisms that influence the organizational climates need to be embedded or aligned with these processes and system.
- IV. Organizational leaders in planning to make change or influencing the organizational climate should utilize or build a culture of trust, fair play, autonomy, self-management and open communication.

In summary, the aim of the study was to answer a managerial issue, within a changing organization. The study outcome provides organizational leaders with an avenue both to

change and influence the organizational climate during the period of change, within a hierarchical organization using a humanistic perspective. In this regards, the study provides new insight on creating a climate conducive to change, that facilitates the readiness for change or the ability to initiate/embrace the change, using a humanistic management approach, which places employees at the centre of the change process through dialogue, involvement in decisions and interaction. Furthermore, the conceptual model represents the outcome of the DBA thesis which provides avenue for future research, and the study outcome from this research has contributed to the field of managing a changing organization.

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**APPENDIX A**

|  |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .754    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 801.256 |
|  | df                 | 136     |
|  | Sig.               | .000    |

**APPENDIX B – Pattern Matrix**

|                                  | Component |      |       |      |
|----------------------------------|-----------|------|-------|------|
|                                  | 1         | 2    | 3     | 4    |
| Participatory Management 1       | .813      |      |       |      |
| Participatory Management 2       | .750      |      |       |      |
| Cohesion 4                       | .607      |      |       |      |
| Participatory Management 3       | .485      |      |       |      |
| Politicking 2                    |           | .698 |       |      |
| Politicking 1                    |           | .657 |       |      |
| Politicking 3                    |           | .650 |       |      |
| Cohesion 1                       |           | .640 |       |      |
| General Support by Supervisors 2 |           |      | -.768 |      |
| General Support by Supervisors 1 |           |      | .688  |      |
| General Support by Supervisors 3 |           |      | -.637 |      |
| Trust in Leadership 2            |           |      |       | .702 |
| Trust in Leadership 4            |           |      |       | .570 |
| Cohesion 3                       |           |      |       | .526 |
| Trust in Leadership 1            |           |      |       | .521 |

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 17 iterations.

## APPENDIX C

### Monte Carlo PCA for Parallel Analysis

Number of variables: 18

Number of subjects: 208

Number of replications: 50

---

| Eigenvalue | # Random Eigenvalue | Standard Dev |
|------------|---------------------|--------------|
| 1          | 1.5567              | .0634        |
| 2          | 1.4383              | .0480        |
| 3          | 1.3456              | .0402        |
| 4          | 1.1873              | .0312        |
| 5          | 1.1265              | .0302        |
| 6          | 1.1627              | .0267        |
| 7          | 1.1100              | .0314        |
| 8          | 1.0527              | .0290        |
| 9          | 1.0016              | .0305        |
| 10         | 0.9440              | .0247        |
| 11         | 0.8970              | .0236        |
| 12         | 0.8526              | .0237        |
| 13         | 0.8085              | .0245        |
| 14         | 0.7609              | .0297        |
| 15         | 0.7149              | .0264        |
| 16         | 0.6692              | .0296        |
| 17         | 0.6155              | .0253        |
| 18         | 0.5559              | .0335        |

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Calculated by Marley W. Watkins Parallel Analysis Calculator

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## APPENDIX D

### Informed Consent to Participants

I A. Richard Rosado a doctoral student in the college of Management at Edinburgh Napier University, am conducting a study to validate the climate under which change occurs within a hierarchical organization and to identify the underlying mechanisms necessary to manage or influence the organizational climate. The study will include a self-administered questionnaire with front line employees and their supervisors. Senior leaders of the organization will be interview. The interview will be recorded using a digital recorder and transcript verbatim. The data collected will be used to develop a conceptual model to manage and influence the organization climate during period of change.

Data from this study may be published or used in publications. However, individual responses are anonymous and any department information collected will be kept confidential. No information will be released to anyone in a way that could identify you. You have the right to withdraw from participating in the study at any time.

Your participation is entirely voluntary. No compensation of any form will be provided. Other than the inconvenience of time required to participate in the study, I do not anticipate that your participation in this study will present any risk to you. Refusal to participate will involve no penalty or loss of any privileges to which you are entitled.

Once the study is completed, I would be glad to provide you with a summary of the results.

Thank you for your time.

Respectfully,

A. Richard Rosado

I was provided with an explanation of the study and I agree to fully participate. I was given the opportunity to clarify any questions that I had in respect to the research.

\_\_\_\_\_ (Initials of Participant)

I have explained and defined in detail the research procedure to the participant in which the respondent has consented to participate. \_\_\_\_\_ (Researcher's Signature)

## APPENDIX E: SELF-ADMINISTERED QUESTIONNAIRE

**In answering the following questions please have a specific change project/policy in mind that occurred or is occurring in the Policing Organization and try to remember those things that particularly affected you or your colleagues then please indicate the extent to which you agree or disagree with each of the following statements.**

Rank: \_\_\_\_\_

Academic Qualification: \_\_\_\_\_ (P-Primary School, HS-High School, T-Tertiary)

Number of Years of Service: \_\_\_\_\_

1. What position do you hold within your organization?

|                |            |                |                |              |
|----------------|------------|----------------|----------------|--------------|
| 1              | 2          | 3              | 4              | 5            |
| Non-Supervisor | Supervisor | Middle Manager | Senior Manager | High Command |

2. My supervisor is not keen to help me find a solution if I have a problem.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

3. If I experience any problems, I can always turn on my supervisor for help.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

4. My supervisor can empathize with me as a subordinate.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

5. In the course of my duty, my supervisor encourages me to do things that I have never done before.



|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

6. The high command management team consistently implements its policies in the entire department.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

7. The Policing Organization Management team fulfils its promises.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

8. The high command management team keeps the entire department informed about its decisions.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

9. Two-way communication between the High Command management team and the department is very good.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

10. There is strong rivalry between colleagues in the Policing Organization.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

11. I doubt whether all of my colleagues are sufficiently competent.

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 1              | 2     | 3       | 4        | 5                 |
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

12. I have confidence in my colleagues.

|                   |       |         |          |                   |
|-------------------|-------|---------|----------|-------------------|
| 1                 | 2     | 3       | 4        | 5                 |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Agree |

13. The Policing Organization has an open door policy.

|                   |       |         |          |                      |
|-------------------|-------|---------|----------|----------------------|
| 1                 | 2     | 3       | 4        | 5                    |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |

14. In the Policing Organization changes are always discussed with all employees that will be affected.

|                   |       |         |          |                      |
|-------------------|-------|---------|----------|----------------------|
| 1                 | 2     | 3       | 4        | 5                    |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |

15. In the Policing Organization, decision concerning work is taken in consultation with the staff that is affected.

|                   |       |         |          |                      |
|-------------------|-------|---------|----------|----------------------|
| 1                 | 2     | 3       | 4        | 5                    |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |

16. Front line supervisor and staff can raise any topic for discussion.

|                   |       |         |          |                      |
|-------------------|-------|---------|----------|----------------------|
| 1                 | 2     | 3       | 4        | 5                    |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |

17. Within the Policing Organization, power games between the departments play an important role.

|                   |       |         |          |                      |
|-------------------|-------|---------|----------|----------------------|
| 1                 | 2     | 3       | 4        | 5                    |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |

18. Staff members are sometimes taken advantage of in the Policing Organization.

|                   |       |         |          |                      |
|-------------------|-------|---------|----------|----------------------|
| 1                 | 2     | 3       | 4        | 5                    |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |

19. In the Policing Organization, favouritism is an important way to achieve something.

|                   |       |         |          |                      |
|-------------------|-------|---------|----------|----------------------|
| 1                 | 2     | 3       | 4        | 5                    |
| Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |

## APPENDIX F: SEMI-STRUCTURE INTERVIEW QUESTIONS

### INTERVIEW QUESTIONS FOR COMPOL AND SENIOR MANAGEMENT TEAM

Date:

Years of Service:

Rank:

Position:

1. (GSS) – (definition: Employee perception that they can turn to their supervisor for support)

When an employee encounters a challenge (or problem) what would be the normal process in resolving that challenge/problem?

What if any is your role in it?

Give an example.

2. (TIL) – (definition: Leaders are trustworthy and open to communication)

What are the key challenges in communication between leaders and followers in your organization?

In what way can trust between leaders and followers be developed?

Give an example.

3. (COH) – (definition: Togetherness and trust in team members' competences)

Can you think of an example when you have developed trust in your followers' competencies?

What has helped you to develop that trust in your followers' competencies?

What were the barriers in developing that trust in your followers' competencies?

What does being a team player means to you in your organization?

4. (PM) – (definition: Employees and management arrive at decision together)

How does autonomy influence strategies in your organization?

What do you believe is your role as a leader in encouraging autonomy?

Can you think of an example of a time when you encourage active participation?

What has helped to develop active participation within your organization?

What are the barriers?

5. (POLITICKING) – (definition: the informal used of acquired power or hierarchical position through political games (e.g. by passing the chain of command) or influential manoeuvring of members of the organization (e.g. building coalition with like-minded organization members) to enhance self-interest, sell his or her ideas and gain organizational advancement (Emmanuel O. Adu, Gbadegesin M. Akinloye & Olabis F. Olaoye, 2014)

How do you think engagement in organizational politics fit within the working life of your organization?

Do you think that politicking is positive or negative thing for your organization? Why?

What do you think are the challenges of engaging in organizational politics within your organization?

How does engagement with organizational politics impact your working life?

In your opinion as a leader how would you manage engagement of politicking within your organization?

**APPENDIX G: Total Variance Explained**

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings <sup>a</sup> |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|--|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total  |
| 1         | 3.434               | 22.896        | 22.896       | 3.434                               | 22.896        | 22.896       | 2.513  |
| 2         | 1.805               | 12.036        | 34.932       | 1.805                               | 12.036        | 34.932       | 1.953  |
| 3         | 1.488               | 9.922         | 44.854       | 1.488                               | 9.922         | 44.854       | 1.987  |
| 4         | 1.158               | 7.723         | 52.577       | 1.158                               | 7.723         | 52.577       | 2.277  |
| 5         | 1.080               | 7.199         | 59.776       |                                     |               |              |  |
| 6         | .941                | 6.271         | 66.047       |                                     |               |              |  |
| 7         | .799                | 5.328         | 71.375       |                                     |               |              |  |
| 8         | .732                | 4.882         | 76.257       |                                     |               |              |  |
| 9         | .660                | 4.400         | 80.657       |                                     |               |              |  |
| 10        | .641                | 4.274         | 84.932       |                                     |               |              |  |
| 11        | .582                | 3.877         | 88.808       |                                     |               |              |  |
| 12        | .503                | 3.350         | 92.159       |                                     |               |              |  |
| 13        | .487                | 3.246         | 95.405       |                                     |               |              |  |
| 14        | .365                | 2.433         | 97.838       |                                     |               |              |  |
| 15        | .324                | 2.162         | 100.000      |                                     |               |              |  |

## APPENDIX H: CODING SCHEMA

| Code 1 <sup>st</sup> Level                     | Sr. Leader    | Frequency | Percentage of Sr. Leader |
|--|---------------|-----------|--------------------------|
| Approachable                                   | 1,8           | 2         | 20%                      |
| Liaison with followers                         | 3             | 1         | 10%                      |
| Motivates Personnel                            | 3             | 1         | 10%                      |
| Mutually Respectful                            | 10,3          | 2         | 20%                      |
| Leadership style/Characteristics               | 2,6,1,4,3     | 5         | 50%                      |
| Interaction with followers                     | 4,6,9,5,3,2   | 6         | 60%                      |
| Clarity  | 2             | 1         | 10%                      |
| Mentoring/coaching/feed back                   | 1,2,8,7       | 4         | 40%                      |
| Knowledgeable supervisor/Understands the issue | 4,10,2,8,1    | 5         | 50%                      |
| Knowledgeable                                  | 7             | 1         | 10%                      |
| Happy Employees                                | 3             | 1         | 10%                      |
| Familiarity                                    | 3             | 1         | 10%                      |
| Open & Effective Communication                 | 5,3,8,9,4,2,6 | 7         | 70%                      |
| Transparency                                   | 4,5,3         | 3         | 30%                      |
| Consistency                                    | 2,3           | 2         | 20%                      |
| Empathy  | 3,4           | 2         | 20%                      |
| Personality/Supervisor attitude                | 3,10,8,6,7    | 5         | 50%                      |
| Listen and Reason with employees               | 2,3,10,7      | 4         | 40%                      |
| One on one with followers                      | 4             | 1         | 10%                      |
| Share goal and vision                          | 1.4.10        | 3         | 30%                      |
| Ability to see big picture                     | 10            | 1         | 10%                      |
| Recognize Followers                            | 3             | 1         | 10%                      |
| Realistic Aspiration/goal                      | 9             | 1         | 10%                      |
| Appropriate & Quick Response                   | 5             | 1         | 10%                      |
| Leader participation & Support                 | 8,4,3,9,6     | 5         | 50%                      |

|   |                          |    |      |
|---|--------------------------|----|------|
| Encourage active participation          | 10,5,3,2,4               | 5  | 50%  |
| Cultural Autonomy                       | 5,10,6,3,8,9,<br>1,2,4,7 | 10 | 100% |
| Insightful decision making/inclusion    | 2,9,4,3,8                | 5  | 50%  |
| Building recognition (Credit)           | 10                       | 1  | 10%  |
| Set the pace                            | 1                        | 1  | 10%  |
| Buy in from followers                   | 1                        | 1  | 10%  |
| Influences strategies                   | 4                        | 1  | 10%  |
| Self-organizing ability                 | 5,10,6,8,5,2,<br>7       | 7  | 70%  |
| Demonstrates loyalty to Organization    | 10,3,6,2,4,8             | 6  | 60%  |
| Give Employees a voice (Voice)          | 7                        | 1  | 10%  |
| Academically inclined                   | 3                        | 1  | 10%  |
| Concern about employees well-being      | 9                        | 1  | 10%  |
| Embraces inclusion                      | 9,1,4,6                  | 4  | 40%  |
| Team Togetherness                       | 9,7,10                   | 3  | 30%  |
| Commitment to the team effort           | 4,8                      | 2  | 20%  |
| Treat people like human being (care)    | 4,8,10,2                 | 4  | 40%  |
| Ability to manage                       | 1,4,2,9                  | 4  | 40%  |
| Cohesive plan                           | 4                        | 1  | 10%  |
| Best person in position (Equal Footing) | 9                        | 1  | 10%  |
| Oversight of employee work              | 3                        | 1  | 10%  |
| Employee Egos                           | 10                       | 1  | 10%  |
| Acceptance                              | 4                        | 1  | 10%  |
| Competent leaders                       | 3                        | 1  | 10%  |
| Reflection                              | 9                        | 1  | 10%  |
| Commendable                             | 4                        | 1  | 10%  |
| Manage change                           | 2,4                      | 2  | 20%  |
| Followers view of the organization      | 4                        | 1  | 10%  |
| Multidimensional approach               | 2                        | 1  | 10%  |



|   |                     |   |     |
|---|---------------------|---|-----|
| Share Leadership                        | 5,6                 | 2 | 20% |
| Lead with feedback                      | 1                   | 1 | 10% |
| Fairness                                | 4,5,3               | 3 | 30% |
| Building Confidence & Trust/trustworthy | 1,8,6,3,2,7,5<br>,9 | 8 | 80% |

| Code 2 <sup>nd</sup> Level                        | Sr. Leader             | Frequency |                        |
|---|------------------------|-----------|------------------------|
| Self-Management (GSS)                             | 2,6,5,8,7              | 5         |                        |
| Provide Feed back                                 | 1,4,10,8,              | 4         |                        |
| Mentorship  | 8,10,4,2,1             | 5         |                        |
| Communicate                                       | 7,10,1,5,6,3,8         | 7         |                        |
| Trust   | 5,9,10,3,              | 4         |                        |
| GSS within the confines of organizational Culture | 5,7,3,10,4             | 5         | Organizational Context |
| Communication (TIL)                               | 5,6,3,8,9,4,2          | 7         |                        |
| Leaders Attitude/Behaviours/Trustworthy           | 7,3,8,10,2,1           | 6         |                        |
| Concern for People                                | 6,8,1,2,3,4            | 6         |                        |
| Self-Organizing Ability (COH)                     | 8,5,7,3,10,2,4,1       | 8         |                        |
| Communication                                     | 3,9,6,8,9,2,10,5       | 8         |                        |
| Supervisor Attitude/Behaviour                     | 6,8,3,9,2,5,4          | 7         |                        |
| Cultural Autonomy/Empowerment (PM)                | 5,10,6,3,8,9,1,2,4,6,7 | 10        | Organizational Context |
| Supervisor Attitude/Behaviour                     | 1,3,6,7,8,9,4,10       | 8         |                        |
| Manage People                                     | 1,3,4,9                | 4         |                        |
| FAIR PLAY (Politicking)                           | 4,5,7,9,8,4,2,10,1     | 9         |                        |
| Behaviour must align with organization Goals      | 1,5,7,8,9              | 5         | Organizational Context |

APPENDIX I: EXAMPLE OF DATA ANALYSIS

| Name           | Transcription  | Emergent Themes  |
|----------------|--|--|
| Researcher     | What do you believe is your role as a leader in encouraging autonomy?  |  |
| Sr. Leader # 3 | <p>“Well again when it come to the issue of autonomy it is something we must <b>thread on very carefully</b> and I say so because it is always <b>good to make someone autonomous</b> because then it put the person in a position where he or she will <b>make decision freely</b> without having to be worried what will happen...however what need to be done is to give followers <b>some degree of autonomy but not absolute autonomy</b> but to certain degree since absolute autonomy can create <b>some degree of havoc</b> within the organization, because as an organization <b>we have a way how things are done.</b>”</p> | <ul style="list-style-type: none"> <li>• Autonomy cautiously supported</li> <li>• Ability to make decision freely</li> <li>• Autonomy within the confines of the organizational culture</li> <li>• Problematic when given absolute</li> <li>• Autonomy within the confines of the organization status quo</li> </ul> |

## APPENDIX J: LIST OF THEMES

|     |  |
|-----|--|
| 1.0 | Organizational Culture regulates the components of the organizational climate  |
| 2.0 | Promoting self-management within the organization facilitate supervisors supports  |
| 3.0 | Effective Communication facilitates trustworthiness in organizational leaders.   |
| 3.1 | Organizational leaders trustworthiness and caring attitude facilitate effective communication  |
| 4.0 | Organizational power sharing in the form of employee autonomy encourage participatory management   |
| 5.0 | Fair play and transparency positively influence the level of organizational politics.  |
| 5.1 | As a mechanism fair play must be accompany by transparency to reduce organizational dysfunctionality   |
| 6.0 | In managing the climate during period of change requires organizational leaders developed a positive attitude towards the change effort and developed effective communication. |

| SECTION | SR. LEADER     | SENIOR LEADERS COMMENTS ON THE MECHANISM OR FACTORS INFLUENCING GENERAL SUPPORT BY SUPERVISOR  |
|---------|----------------|--|
| 4.1     | Sr. Leader # 1 | “...think about it, think about what the problem is, the issue, the member of the public has and see how you can guide the employee to properly address the problem”   |
|         | Sr. Leader # 2 | <p>“We try to understand the issue or challenge face by the employee and then we coach and mentor him to find out why the problem exist and what can be done about the problem, all in an effort to help the employee to arrive at a decision in addressing the issue...”</p> <p>“...We help officers to try solve their issues in their own. You want them to make their own decision and you get better results, because you own it.”</p>  |
|         | Sr. Leader # 3 | <p>“The more closer the supervisor is to the follower the more better the relationship will be with them and the more comfortable the followers will be in speaking to the supervisor and that in itself will put the supervisor in a better position in assisting the follower arrive at a solution to the issues or challenges they face.”</p> <p>“We do not want a follower to believe that they cannot speak to their superior because that in itself is a recipe for disaster and eventually they will vent things out in other ways or they may just lose themselves and commit themselves rather than seek your guidance.”</p> <p>“I think that once we know exactly what are our role and function and know when to draw the line that familiarity does not breathe contempt but rather familiarity enhance the work place.”</p> <p>“...as a leader one, I believe in leading with empathy, I believe that familiarity is good but we must be careful and know when to draw the line...”</p> |
|         | Sr. Leader # 4 | “...in resolving any issue or challenge I am knowledgeable so I would be able to answer in fact most ACP are knowledgeable in very field and all matters in terms of administration and policies of the department but might need certain approval from the commissioner or deputy commissioner in certain things.”  |
|         | Sr. Leader # 5 | “...have an open-door policy where they can easily come in and we discuss even the smallest of problem and resolve it.”  |

|  |                |  |
|--|----------------|--|
|  |                | <p>“...we are a team and I have my desk commanders who are responsible for the different area of the police department from management services, to operation, to welfare, to investigation and am glad that being part of the team I can access the other desk commander rather quickly...”</p> <p>“...as a team leader I will consult with the commander and try to understand the problem and make a good decision on the way forward.”</p> <p>“...when we are addressing an issue or dealing with a situation it is important that we do it promptly and give the employee immediate feedback that will empower them to arrive at a solution”</p>                          |
|  | Sr. Leader # 6 | <p>“We provide the support with our resources within the department and if we do not have the resources within the department, we look outside the department all in an effort to assist the individual.”</p> <p>“...in our organization if one level of the hierarchy fails to address the situation the other level serves as a buffer to ensure it is address.”</p> <p>“I will listen to it and see the urgency of it and see whether it was warranted for them to come to me directly and not to their commander. In such case, based on the urgency I will make the determination.”</p>   |
|  | Sr. Leader # 7 | <p>“...if there is no trust in the organization management team or if communication is limited, it will create a barrier and followers will not go to the leaders for guidance in arriving at a solution to the challenges they face.”</p> <p>“... if the challenge involves utilizing the department policy then I utilize it but before I do that, I would listen to the person to see if indeed he have a problem and then assist the person in resolving that problem.”</p> <p>“Once I see an employee going through an issue or challenge, I would approach the person and see how best I can give him the necessary direction utilizing the organization mechanism.”</p> |
|  | Sr. Leader # 8 | <p>“...if it is purely professional issue then again depending on what the situation is then some advice from a professional</p>   |

|  |                 |   |
|--|-----------------|---|
|  |                 | <p>would do or it might mean that the person need training or it might be that the person have an idea on solving the challenge but only need to be guided on the proper procedure.”</p> <p>“One-way to know if your employee is going through a situation is that we maintain communication and talk to them on a one to one basis...so we must have constant communication.”</p> <p>“...it is easy to listen and sometimes that is all that our subordinate want that you listen instead of saying something.”</p>  |
|  | Sr. Leader # 9  | <p>“As a manager I always interact with all my staff, so at times during my interaction with them I would notice if they are facing any challenges and then I would provide the necessary guidance and direction to address their concerns.”</p> <p>‘...before we implement any decision, we must ensure that we consider how or who it will affect...as a department we must adhere to our mission and vision to be able to move forward...’</p> <p>“...we communicate with one another frequently and that bond exist thus trust develop...”</p>  |
|  | Sr. Leader # 10 | <p>“Based on the follower feedback and their general assessment you discuss with all person involve and arrive at an adequate solution that is within their constitutional rights and the decision must reflect what is right for the department.”</p> <p>“The decision that you make to address the challenge or problem must be based on management principle and not on emotions and personality.”</p> <p>“Well if a supervisor knows his role and functions and if it is a situation within his capacity that he can solve them the matter should not reach my desk...if I cannot make a determination on the matter at hand then I will consult my superior for directive on how I should proceed with the matter.”</p> <p>“...you would guide the employee that in addressing any issue or challenge that it must be in accordance with the regulations of the department and that it must reflect what is right for the organization...”</p> |

| 5.1 | SR. LEADER     | SENIOR LEADERS COMMENTS ON THE MECHANISM OR FACTORS INFLUENCING TRUST IN LEADERSHIP  |
|-----|----------------|--|
|     | Sr. Leader # 1 | <p>“Trust is something difficult to develop...but trust in leadership is communicating confidence to the follower can go to you and believe that you will listen.”</p> <p>“In trust in leadership you need to be able to manage change because change is ok until it affects you but at the end of the day you still need to know how to manage that change.”</p>  |
|     | Sr. Leader # 2 | <p>“Culture need to change and we need to help followers find their own solution...leading this way provides a more inclusive and democratic participation and give a multidimensional approach to communication.”</p> <p>“Trust is communication with your people, and I can tell you it takes like 8 months to develop not only within the police but within the community, so trust is developed overtime.”</p> <p>“... you do not find a solution for them but allow them to come up with a solution.”</p> <p>“...People don’t care how much you know or how confident you project yourself, until they know how much you care then job knowledge and trustworthiness follows and I believe it start by caring for each other is priority and that is what is important in establishing trust in leaders...”</p> <p>“Communication is vital sometimes people rebel because they do not understand the reason for the change that the follower can go to you, the main thing here is to lead by example”</p> <p>“...we keep in close communication with one another, we try to understand each other desk so that if there is any changes we can easily hold over that desk. We must communicate whenever there is change.”</p> |
|     | Sr. Leader # 3 | <p>“Well again trust has a lot to do with transparency and as human being we tend to monitor things and we react based on what we see.”</p> <p>“If we can create a level of counselling for those officers that have issues that can be address privately without it being disclose then that will in turn enhance the trust in the organization.”</p>   |



|  |                |   |
|--|----------------|---|
|  | Sr. Leader # 4 | <p>“I would say definitely that the chain of command is the key and once that is follow to communicate then we should not necessarily encounter any problem that they might encounter.”</p> <p>“ The first thing is that would have to be a policy that everyone know what are their terms of reference including the constables and if something is affecting you as a follower, your first line would be front line supervisor and then you move up the ladder.”</p> <p>“Well there have to be a closer communication and cohesion between yourself and your staff.”</p> <p>“Communication is vital in developing trust in leadership and sometimes people rebel because they do not understand the reason for the change...”</p> |
|  | Sr. Leader # 5 | <p>“...I communicate with my subordinate or whatever rank and I find that there exist openness and positive response this help in developing that trust in leadership and we are directed to look into a situation or deal with a situation we do it promptly and give feedback.”</p>   |
|  | Sr. Leader # 6 | <p>“In managing trust in leadership we as supervisors need enough job knowledge then there should not be any problem in terms of communication and if our followers would come to us with a concern or issue it is our duty to understand the issue and if we do not understand the issue it is our duty to sit down and understand the issue along with them.”</p> <p>“We should be example to our followers and the only way that can happen is to get involve directly with them on a day to day basis.”</p>   |
|  | Sr. Leader # 7 | <p>“Most people below would attempt to diver from the chain of command because they do not have trust in the leaders of the organization.”</p> <p>“We need to deal with people straight and be ethical, I mean your word is your word, this will give your followers a clear indication that you are trustworthy.”</p>  |
|  | Sr. Leader # 8 | <p>“One of the main challenges to me and my subordinate coming to me is the perception that they have gotten of me...and that perception is change one person at a time.”</p> <p>“Projecting confidence is one way of developing trust ...for</p>   |

|            |                   |  |
|------------|-------------------|--|
|            |                   | us to have confidence and for that trust to be build it's important that we just talk to the followers.”   |
|            | Sr. Leader # 9    | <p>“There is a gap with communication if there is no communication upwards or without communication...”</p> <p>“We communicate to one another frequently and that bond exist thus trust developed between my subordinate and me as a leader.”</p> <p>“...Constant communication and understanding within the organization can achieve many things especially in developing the trust in our leaders.”</p> <p>“As a leader within the organization I communicate frequently with one another thus trust is developed between my subordinate and me as a leader.”</p>  |
|            | Sr. Leader # 10   | “Personalities cause people not wanting to respect the office an individual hold and when that respect is not there then there is miscommunication or communication is limited.”   |
| <b>6.1</b> | <b>SR. LEADER</b> | <b>SENIOR LEADERS COMMENTS ON ORGANIZATION COHESIVENESS</b>  |
|            | Sr. Leader # 1    | “It’s a culture of building up instead of bringing down.   |
|            | Sr. Leader # 2    | “We are all inclusive. We get involve. That is why I say that the command structure you have to sometimes forget about it. To be involve and the people feel so good. We do less of a top –bottom but more of a multidimensional approach and that in itself shows that you are a team player.”  |
|            | Sr. Leader # 3    | <p>“...when you trust someone and that trust is return then for the followers to know that they are trusted by the leader serve as a form of motivation.”</p> <p>“...if your followers see that you are addressing their concerns this will also build trust and confidence.”</p> <p>“I try to find a way to communicate with people regardless of who they are and I think that it is essential sometimes we as leaders believe that people should come and reach out to us but as leaders we are to reach out to them, all in the spirit of team building...”</p> <p>“...as leaders we need to know how our followers are thinking and listen and reason with them, once we do that then there should be no barriers in building cohesion.”</p> <p>“ ...as leaders we need to know how our followers are thinking and listen and reason with them, once we do that then there should be no barriers in building a strong team and becoming a cohesive organization.”</p> |

|  |                |   |
|--|----------------|---|
|  |                | <p>“...I love people around me who challenge me and when they challenge you it makes you a better leader...”</p> <p>“...personalities, competencies and confidence can be barriers that hinder participation but if we encourage officers to further their education, develop their capacity and let them understand the importance of inclusiveness then they will be able to overcome this barrier.”</p> <p>“...while as an organization we should encourage team concept so as to promote togetherness, there is certain level of autonomy that should be afford to them in the hope that they will make appropriate decision, we need also to trust them, only in doing so will this help the organization build that cohesiveness</p>            |
|  | Sr. Leader # 4 | <p>“...if the subordinate suggestions and ideas are taken into consideration that will boost the subordinate confidence...”</p> <p>“...not everyone will agree with your policies and there may be negative and positive supervisors and this impact how the subordinate see the organization.”</p> <p>“...there has to be some unity in going towards one objective and that is where a plan in going forward is key and that plan must have leaders and followers participation. So, every leader or the hierarchy have an input in the plan and you know it’s not a plan that came from one person.”</p>   |
|  | Sr. Leader # 5 | <p>“...we know they know the vision, they know the regulation of the Policing Organization, so we can trust one another to make appropriate decision...”</p> <p>“...am glad that they can bring up the issue today and by the end of the week they can have a response...”</p> <p>“...commander will have to ensure that the work get done and make the appropriate response to whatever challenge.”</p>  |
|  | Sr. Leader # 6 | <p>“For me it is important that there exist communication and collaboration between subordinate and me. That way I get to know that person and that person get to know mw as to what is expected as a supervisor and also that play a heavy role on how I do my management.”</p> <p>“Job knowledge is important because at times when you make an error it is good for your subordinate to be confident enough to tell you that sir, I believe you made an error here. So, it’s important that I get involve with my subordinate and teach them the way.”</p> <p>“...constant communication with my followers is important because if I will not be in office my desk still need to run and it’s important that my followers know my desk so that</p> |

|  |                |  |
|--|----------------|--|
|  |                | <p>the office continue to run.”</p> <p>“We have units within the organization so everybody has to do their part to move the organization forward and it’s important that each person play their role and we must all be a team player in our organization we must have constant communication and collaborate with each other...”</p>  |
|  | Sr. Leader #   | <p>“...it’s very important that in every organization that team concept is embrace...it takes a team to accomplish the direction, aim and goals of the organization and its important that the organization leaders support and develop the ability to empower followers to work as a team.”</p> <p>“...if there are no trust in the leadership then it will create a barrier and followers will not go to the leaders for advice.”</p>  |
|  | Sr. Leader # 7 | <p>“Too many times we have people that are left out and they are expected to know certain things and do certain things but how can I give my fair share if I am not included or if I am included, I am not told what is expected of me. We need to tell our followers what is expected of them and we must involve them so that they can feel they are a part of the team, only so we can promote togetherness.”</p> <p>“We give them a certain level of autonomy and we hope that they will make the appropriate decision... we need to trust our followers because we are not out there in the front line.”</p> <p>“...when people do not want to be a part of the team and certainly you will have people who do not want to be a part of the team bust as leader you and I need to find ways to include them...”</p> <p>“To me being a team player and giving the opportunity to change and inclusion promote togetherness.”</p> |
|  | Sr. Leader # 9 | <p>“...we keep in close communication with one another, we all try to understand each other desk so if one person is absence we can easily hold over that desk.”</p> <p>“I lead by example...so my employees know that I have certain standard and they follow the standard that I set that make it very important for me for the team or employee to know and follow.”</p> <p>“We keep a close rapport with each other in my section, so I believe once we do that and stick to our role and function there will be no barriers.”</p> <p>“Constant communication and understanding between each</p>   |

|            |                   |   |
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|            |                   | other can achieve togetherness but I always believe that once we stick to the department mission and vision, we can go a long way with embracing team concept, I believe this is the key.”  |
|            | Sr. Leader # 10   | <p>“There need to be succession planning within the organization, person need to be put in position after they have been properly prepare and have develop the necessary competencies. So we need to have a structure, a succession plan, we need to give people with the necessary capacity opportunities.”</p> <p>“It’s the culture of the organization that need to change.”</p> <p>“...followers must be on the same page and all person have to believe in the same goal, direction and the same aim.”</p> <p>“...it very important that in every organization that tem concept is embrace...it takes a team to accomplish the direction, aim and goal of the organization.”</p> <p>“...we must be loyal to the organization and the organization goals and not the organization leader.”</p> <p>“...followers must believe in the philosophy and concept on what the organization want to achieve and once we have everybody on the same page then we have a very good team that will achieve the organization goals”</p> <p>“It’s not the individual mandate it’s the organization mandate and it’s based on the organization strategic plan thus team effort is important.”</p> |
| <b>7.1</b> | <b>SR. LEADER</b> | <b>SENIOR LEADERS COMMENTS ON THE MECHANISM OR FACTORS INFLUENCING PARTICIPATORY MANAGEMENT</b>   |
|            | Sr. Leader # 2    | <p>“...allowing followers to make certain decision make them feel motivated when their decision becomes reality.”</p> <p>“... a barrier to active participation is the organization culture, we need a cultural change where officers are allowed in the decision-making process.”</p>  |
|            | Sr. Leader # 3    | <p>“Well again when it come to the issue of autonomy it is something we must thread on very carefully and I say so because it is always good to make someone autonomous because then it put the person in a position where he or she will make decision freely without having to be worried what will happen...however what need to be done is to give followers some degree of autonomy but not absolute autonomy but to certain degree since absolute autonomy can</p>  |

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|  |                | <p>create some degree of havoc within the organization, because as an organization we have a way how things are done.”</p> <p>“Autonomy is good and bad but to balance it off you just have to streamline it so that the follower will have autonomy in respect to certain things and when it comes to decision that will impact the image of the organization, they must have some oversight.”</p> <p>“...sometimes the followers are in a better position than us to devise a strategy to deal with what they face on the street and so that is why it is important for the manager to have inclusiveness especially with issues where decision that will be made will affect front line employees.”</p> <p>“...giving the followers some degree of autonomy can influence strategies for the organization especially with issues that they encounter in the performance of their duty.”</p> <p>“My personality, me being free spirit help me to get my followers actively involved in the decision-making process and every level should be involved in the decision-making process especially since any decision will affect every level going down.”</p> <p>“... you must appreciate the decision your follower make and if it’s a bad decision you do not radically change but only tweak it and compliment them and make the adjustment, that way they follower will feel appreciated and will want to be more involved.”</p> <p>“...personalities, competence and confidence can be barriers that hinder participation but if we encourage officers to further their education, send them on training and let them understand the importance of inclusiveness as managers then they will be able to overcome this barrier.”</p> |
|  | Sr. Leader # 4 | <p>“...there has to be an inclusion so that our people feel important.”</p> <p>“Well it would have to be inclusion in most steps, what you say is important to me, what you say is important to me and I must make you feel that what you say is important to me.”</p> <p>“... the department is govern by chain of command, there are decision that will definitely need oversight.”</p> <p>“There has to be balance between what is allowed and what is not allowed by the organization.”</p>   |

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|  | Sr. Leader # 5 | <p>“...we need to stick to it and cannot go out of it and think too independently or too autonomous we need to stick to the standing orders and regulation. When it comes to certain things, we can make certain decision but it must be in line with the police act and the organization policies, mission and vision, so we cannot be totally autonomous.”</p> <p>“...yes, they can make decision but it must be in line with the department policies.”</p> <p>“...there must be some form of interaction with the lower rank, consulting the rank and file is important in the decision-making process.”</p>   |
|  | Sr. Leader # 6 | <p>“...I never tell them directly what must be done, they all know their role and responsibility but I have oversight responsibility and if I do not agree with a decision, they make then I guide them on the rules and regulation of the organization,”</p> <p>“...if a decision needs to be made it cannot be personal it must be based on the organizational action plan and the regulation of the department and if the officers work based on the organization policies it should not affect the organization.”</p> <p>“To my mind collective decision is healthy...we all need to make one collective decision so we must consult one another.”</p> <p>“...when we all come together and discuss and arrive at a decision together the decision will be positive in the interest of the people, the people we serve and our followers.”</p> <p>“...developing our personnel capacity will develop their capacity to become autonomous.”</p> <p>“The way we talk to people can influence their level of participation.”</p> |
|  | Sr. Leader #7  | <p>“...first I would get the feel from the people below me then I would consider their views and then I would consider their views and the I would look at the issue at hand and based on that I would do the submission upwards based on their views to address the issue.”</p> <p>“The commissioner of Police gives us the autonomy to make decision within our duties and responsibilities that he assigned to us.”</p> <p>“...I would guide my followers to ensure that their decision comply with the laws and department policies...”</p>   |

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|  |                | <p>“The system is not perfect but it must be fair and followers need to be heard.”</p> <p>“Followers that have a certain level of autonomy are not afraid to voice their opinion, this provide the organization leader a wider perspective of people views.”</p> <p>“...followers need to feel that their contribution are accepted. They would not want to make any suggestion or contribution if they know that their contribution will not be accepted or consider.”</p>  |
|  | Sr. Leader #8  | <p>“...you need to give people the opportunity to do for themselves to make certain decision especially the front-line officers. We must just hope that with the tools that we give them, with the training and with the guidance they receive they will make the right decision when left on their own.”</p> <p>“...while some decision making can be given to the followers, some decision must be left to the organizational leaders.”</p> <p>“...if none of the strategies I come up with will all address the issues the front-line officers face, then all my strategies will be for nothing.”</p> <p>“...inclusion is the key, I cannot do everything by myself.”</p>                   |
|  | Sr. Leader # 9 | <p>“...after doing the necessary reflection and decision before it is finalized, I would consult my staff to get their view point.”</p> <p>“The more we interact with your staff and you know what’s affecting them, the more the staff will be involve in the decision-making process.”</p> <p>“...I give them the autonomy to make decision if I am not around and they do make sound decision since we know each other desk.”</p> <p>“There are certain things that we cannot allow the subordinate to deal with which must be left to the leader to deal with.”</p> <p>“...once the decision will affect the rank and file then they must be involved in the decision-making process.”</p> |
|  | Sr. Leader #10 | <p>“...the organization need to be autonomous outside political influences...I have seen how politicking pose severe challenges for the organization and as an organization we need to be autonomous in making our decision...”</p> <p>“Another aspect of autonomy is influence by the public who</p>  |



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|            |                   | <p>try to dictate the organizational policy and direction.”</p> <p>“In terms of autonomy yes you can be autonomous but you must operate within the remit of the police act and the regulation of the organization.”</p> <p>“...provide the enabling environment then the followers will become leaders and autonomous in performance of their duties...”</p> <p>“...Each person with the organization plays a crucial part in the puzzle...as the organizational leader you cross fertilize the information from the followers and come up with a strategy or direction that will benefit the organization.”</p> <p>“...Egos and personalities and lack of information as a consequence of lack of communication are barriers that influencing active participation.”</p> |
| <b>8.1</b> | <b>SR. LEADER</b> | <b>SENIOR LEADERS COMMENTS ON THE MECHANISM OR FACTORS INFLUENCING POLITICKING</b>  |
|            | Sr. Leader # 1    | <p>“Organization politics will always be in every organization and it will impact the working life but it is dependent on how leadership manage it. Managers need to know how to go about in managing organization politics.”</p> <p>“...in managing politicking, you will need to lay out your expectation from day one, identify the challenges and try to foresee what is coming and develop the tactics to overcome it.”</p>  |
|            | Sr. Leader # 2    | <p>“...in managing politicking, you need to be organized and your followers must understand what you stand for...”</p> <p>“In my organization politicking is strong but we must do things that are in the best interest of those we serve and the rank and file regardless of rank.”</p> <p>“...people within the organization need to feel that they are needed and that the leaders care about them.”</p>   |
|            | Sr. Leader # 3    | <p>“Well in managing politicking I maintain a good working relationship with my followers, I maintain my professionalism and perform my role within the policies of the organization, without any favouritism.”</p>   |
|            | Sr. Leader # 4    | <p>“... as a good leader you must be able to manage politicking and in doing so you must be fair and seem to be fair across the board... not displaying fairness across the board can cause division allowing politicking to expand within the organization.”</p> <p>“As an organization we need to have a cohesive plan that we go with as an organization where everybody participates and</p>  |

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|  |                | <p>this is the road, we want to go...”</p> <p>“The people within the organization must feel that here is fair play everybody need to feel within the organization that they are justly treated, there have to be fair play, and there have to be transparency.”</p>   |
|  | Sr. Leader # 5 | <p>“Well I would stick to my principle and the standing operating when it comes to administrative duties of the organization and in managing politicking.”</p> <p>“In managing politicking, we need to be fair, transparent, accountable, more understanding and work smartly...”</p>   |
|  | Sr. Leader # 6 | <p>“...politicking is a normal process we are human being and as a human we want to advance our agenda the easiest way.”</p> <p>“...having people forming in group does create certain challenge for the organization because as an organization we will not be able to serve the people in a manner we would want to, we will not be able to advance one single agenda as an organization.”</p> <p>“...in politicking we must be tolerant with our followers, we must meet regularly and discuss issues, we must not only talk about getting something done but must act.”</p> <p>“Managing politicking is difficult because you all need to first determine the follower’s objectives and as soon as you find out the follower objectives then you sit with the follower talk to him...as a leader the followers have certain expectation of you and of the organization and aligned it with the objectives of the organization.”</p> |
|  | Sr. Leader # 8 | <p>“...in managing politicking, we need to stick to the organization hierarchic, the chain of command...”</p> <p>“...we must treat people as human being would improve followers’ morale and the need to engage in politicking...”</p>  |
|  | Sr. Leader # 9 | <p>“in any organization especially in the Policing organizations the working life of the employees is affected by organizational politics. This is a culture we develop in the organization and it will always play a role in the organization.”</p> <p>“...politicking with the right intention can advance the organization interest...”</p> <p>“...once politicking advances the mission and vision of the organization, I will support it.”</p> <p>“Politicking can also pose challenge when people are place</p>   |

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|  |                 | in position not because of merit but because of politicking.”  |
|  | Sr. Leader # 10 | <p>“...politicking can have positive outcome if it improves the organization effective.”</p> <p>“In managing politicking, you need to take out personality and egos out of the decision-making process...”</p> <p>“...once we build succession planning with fair play and give our followers the necessary opportunities for advance, we will be able to manage politicking.”</p> <p>“The culture of the organization needs to change, in our department there is a lot of egos and people in many instances do not want to develop their capacity for the post they seek so they use politicking...”</p> |