

Communication of Change Management: Variation Based on Recipients' Position in the Organization: A Case Study

Ronalda Malgas¹ and Olumide Henrie Benedict²

*¹Department of Management, Faculty of Business and Management Sciences,
Cape Peninsula University of Technology, South Africa*

*²Department of Financial Accounting and Taxation, School of Accounting Sciences,
Faculty of Business and Management Sciences, Cape Peninsula University of Technology,
South Africa*

E-mail: ¹<ronalda.malgas@mmiholdings.co.za>, ²<benedict@cput.ac.za>

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ABSTRACT Change management and communication are important in an organization that is undergoing a change. Other factors may influence the communication of change. In this study the authors investigate how the position of employees influences the successful communication of change at the workplace. The case used in the study recently went through a merger and many post-merger changes. The communication of change to employees in different positions in the organization is addressed in this paper. An empirical study was conducted on employees at different levels of position in the organization. The findings show that the communication of the organizational change did not provide for differentiation between employees in different positions in the organization. It became evident that the organization has no change communication strategy to address the employees in different positions in the workplace. This paper contributes to the existing knowledge in the communication of change management. Considerations for further studies are presented.