

Organisational Change in Department of
Defence: A comparison of change
management acceptance and
interdependencies between military and
non-military personnel.

ANN M LEONARD
MBA (UB)

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Business School

Federation University Australia
PO Box 663
University Drive, Mount Helen
Ballarat, Victoria 3353

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ABSTRACT

Organisational change is used to understand how varying cultures interpret the effects of organisational life, including social capital, leadership and organisational structure. The literature shows how the culture of an organisation can have a direct impact upon the acceptance of change. However most of the empirical data is only concerned with either the culture of public servants or military personnel within the organisation.

The purpose of this study is to seek an understanding of how multiple cultures directly relate to organisational change in an integrated environment. This study explores two cultures within Defence (public servants and military personnel) and identified interdependencies between these groups.

The study adopted qualitative research methods using interviews to gather the main source of data that was triangulated with demographics and organisational documentation.

The results revealed the social capital of the two cultures are equally interdependent. The social network of the integrated office environment is critical for public servants to support military personnel. Furthermore the existence of a new cultural group was identified within the integrated environment. This group provides legitimacy to the interdependencies as they have experience within both cultures.

This research could be beneficial to individuals who are charged with leading organisational change in Defence. Additionally the research provides insight into the differing cultures and identifies the interdependencies required to support the military through effective change management.

STATEMENT OF AUTHORSHIP

Except where explicit reference is made in the text of the thesis, this thesis contains no material published elsewhere or extracted in whole or in part from a thesis by which I have qualified for or been awarded another degree or diploma. No other person's work has been relied upon or used without due acknowledgement in the main text and bibliography of the thesis.

Signed:

Ann M Leonard

Dated: 3 August 2016

Ann M Leonard
Candidate

Signed:

Dated:

Dr Patrick O'Leary
Principal Supervisor

STATEMENT OF ETHICS APPROVAL

Approval
Human Research Ethics Committee



Principal Researcher:	Dr Patrick O'Leary
Other/Student Researcher/s:	Mrs Ann Rhodes
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A handwritten signature in black ink, appearing to read "Patrick O'Leary".

Ethics Officer
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DEDICATION

I dedicate this research to Candice, Kathy, Leigh, Ron, Stan, William and Zenia who make up the Configuration Management team I work with. You are constantly at the forefront of innovation and driving change.

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LIST OF ABBREVIATIONS

Abbreviation	Title
ADF	Australian Defence Force
APS	Australian Public Servant
CASG	Capability Acquisition and Sustainment Group
CMC	Configuration Management Centre
CMT-L	Configuration Management Tool – Land (Teamcenter)
DMO	Defence Materiel Organisation
DoD	Department of Defence
EC	Engineering Change
IT	Information Technology
LEA	Land Engineering Agency
LSD	Land Systems Division
NPM	New Public Management
OEM	Original Equipment Manufacturer
RODUM	Report on Defective or Unsatisfactory Materiel
SI	Symbolic Interactionism
SPO	System Program Office
TDM	Technical Data Management
TDMC	Technical Data Management Centre
TRF	Technical Regulatory Framework
TRAMM-L	Technical Regulation of Army Materiel Manual Land

Chapter 1: INTRODUCTION

This study proposes to examine how Australian public servants¹ (APS) and military personnel from the Australian Department of Defence (DoD) accept organisational change under the same change management activity. Young (1995) highlights the need for both public servants and military personnel to work together to meet the planned capability that Defence requires to implement findings of the Defence White Paper and First Principles Review. The collaboration of public servants and military personnel requires a cultural change (John, 2013) that, to date has not manifested in moving from a hierarchical institution to one that embraces the occupation of the civilian workforce. A distinct difference in cultures has not seen the convergence of technical and managerial skills needed. Furthermore, Noether (2005) asserts that a combined civilian/military environment requires a vastly different approach to that of the private sector.

Many change management strategies have reference to the ability of managers, public servants and military personnel, individuals in the private sector, training/education and organisational effectiveness. The majority of studies based around public servants have utilised New Public Management (NPM) (Azzone & Palermo, 2011; Bach & Bordogna, 2011; Diefenbach, 2007; Hall, Holt & Purchase, 2003; O'Donnell, O'Brien & Junor, 2011) and have been involved with public sector organisations that do not have a combination of two different cultures, public servants and military. What appears to be lacking in the literature is a comparison of change management acceptance/rejection between public servants and their military counterparts and an investigation of any interdependencies between these two groups.

The two distinctly different cultures of public servants and military personnel makes DoD a unique environment where change management strategies need to be able to cater to the unique requirements of both groups. Studies reviewed for this research have not investigated the interdependencies between these two cohorts and how they rely on each other to achieve organisational objectives.

Various studies have sought to identify the importance of change management within a military environment, focusing on the Army Change Model (McGuire, 2002) and

¹. The literature reviewed examines public sector employees across many countries with federal public sector employees in Australia are referred to as APS. This document will refer to public sector employees as public servants, regardless of their country of origin.

leadership (Boies & Howell, 2009; Hardy, Arthur, Jones, Shariff, Munnoch, Isaacs & Allsopp, 2010). The majority of these studies primarily focus on full-time military personnel, with Nash (2010) and Smith and Jans (2010) investigating the military Reservists².

Many researchers have found, rather than simply imposing change; a clear predictor to acceptance is gaining commitment of public service employees. O'Donnell et al. (2011) begin an understanding of organisational change in the context of industrial relations impacts upon public servants. Azzone and Plermo (2011), Bach and Bordogna (2011), Diefenbach (2007), Hall et al. (2003) and O'Donnell et al. (2011) adopted NPM, which is utilised to identify how change is accepted within the public sector. Supporters of NPM consistently identify that projects seek efficiencies and changes to the organisation, which is impacting only on the public services distinct and unique culture. This research seeks to understand the effect of a lack of motivation factors across the organisations cultures. Herzberg's Two Factor theory will support the enquiry and be useful in demonstrating motivation factors for both public servants and military personnel. This research will demonstrate how motivation factors provide a clear link associated with commitment to, and support of organisational change.

The Organisational Change Project

Land Systems Division (LSD) implemented a Siemens product lifecycle management software application, Teamcenter (now known as Configuration Management Tool Land, CMT-L) through Army Minor Project 036.02, Technical Data Management (TDM). In 2001 government granted approval for this project.

The TDM project identified how the management of technical data was achieved through independent systems in a predominantly paper-based environment. In addition, moving from primarily paper-based local systems to a centralised electronic system represents a large cultural shift for all staff, and requires the team to invest appropriate training, support and knowledge sharing in order for staff to adopt and embrace new work practices.

² Defence Reservists are committed to train and serve in the defence of Australia on a part time basis. They gain qualifications that are attractive to civilian employers and skills include self-discipline, leadership, teamwork and responsibility (www.defence.gov.au).

Due to the sheer volume of data and the complexities of the equipment the project was rolled out incrementally over 4 phases.

- Release 1 – Teamcenter application implemented to the sustainment environment (Clothing Systems Program Office (SPO) creating document trees),
- Release 2 – Teamcenter application implemented to the acquisition environment (Project Overlander, contracting module),
- Release 3 – Implementation of technical documents (Repair Parts Scales and Complete Equipment Schedule),
- Release 4 – Full implementation of technical data management. (Legacy technical data migrated, Link One concept).

The project's change strategies recognise that for some individuals the implementation of new systems will bring about a significant change in day-to-day work life, and potentially impose a greater workload during the transition period. Business process alignment is critical to the success of the TDM project as it provides consistent governance and standardisation across the organisation.

The complete implementation of CMT-L was scheduled for December 2012. Due to rationalisation of all instances of Teamcenter across Defence from Teamcenter 2007 to version 8.1, the project did not conclude until February 2014. Since 2014, there have been annual updates to refine processes and incorporate new elements that were not considered during the project.

Statement of the problem

As will be seen in the literature review, there is significant literature on structure, culture and organisational change of public servants or military. However, this document identifies there are no specific studies that identify how differing cultures work together within the integrated organisation to accept change. Observed behaviours indicate that culture and structure within the same population creates differing levels of acceptance. This research will seek to understand the differing cultures and interplay between a bureaucratic structure and a command and control structure.

Chapter 2: LITERATURE REVIEW

The following review of extant literature will identify a gap in change management research related to the differences in the willingness of public servants and military personnel to adapt to and accept change. This literature focuses on organisational culture, management and the individual with a focus on performance appraisals, behaviours, motivational factors and the relationship between the individual and management.

2.1 MILITARY PERSONNEL LITERATURE

Various studies seek to identify the importance of change management within a military environment and seek visibility and understanding of effective change (D'Ortenzio, 2012; Jackson, Thoemmes, Jonkman, Lüdtke & Trautwein, 2012; John, 2013; Jones, Murray & McGavin, 2000; McGuire, 2002). These studies range from supporting operations overseas, military hierarchy creating vision that leads the personnel, recruiting to adapt to change, team work and sharing of knowledge, learning styles, adaptability through posting³ (Jans & Frazer-Jans, 2004; Kennett, 2011; Lording, 2013; Westlake, 2009) and the culture of the organisation (Pothan, 2013). The majority of these studies primarily focus on full time military personnel with Lording (2013), Nash (2010) and Smith and Jans (2010) investigating military Reservists.

Unlike other public sector employees, military personnel are posted (relocation of work location, including interstate) every two to three years, which provides a focus that strongly supports ongoing change within the work environment. This approach seeks increasing effectiveness in the short term (Westlake, 2009). According to Jans (1989) and Jans and Frazer-Jans (2004), this effectiveness, combined with strong leadership and training, contributes to positive organisational performance. Regardless of the setting, the identified researchers are ensuring a common understanding of the phenomenon amongst military personnel and to interpret information in a similar fashion.

McGuire (2002) suggests that a changing organisational environment within the Australian Army requires leadership that focuses on the vision of the culture. The

³ Posting is the relocation of an Australian Defence Force (ADF) member to a particular role, geographic location, military rank and military unit. Posting reflects the ADF need to fill vacancies and facilitate career development, normally for a minimum three-year period (www.defence.gov.au).

hierarchical nature of the military organisation supports leaders in adjusting to rapid changes through a level of trust that is instilled during training. Further support is demonstrated through military doctrine that provides clear guidance and expectations. McGuire's (2002) Army Change Model is built on the critical pillars of leadership, doctrine/training and vision with a strong focus on directive control. McGuire (2002) defines directive control as "giving commanders the capacity to adjust rapidly to change and act decisively, often without higher direction" (p. 39). He continues directive control is the ability to "exploit fleeting opportunities, adapt to battlefield changes and predict enemy action" (McGuire, 2002, p. 39). These strengths in leadership can be applied to any wartime or peacetime strategy providing there is clear intent, available resources, positive examples, risk acceptance and defined responsibilities.

With the military's core function based on war fighting, the Army Change Model supports teamwork within a culture that promotes flexibility, a condition that reduces barriers to organisational change. Key to the model is a refocus on the organisation, ensuring that the change, whether it is an incremental or a dramatic paradigm shift, requires leadership support to the culture of the organisation with a focus on the future. Without a focus on the future the change program has no purpose and is more likely to see greater resistance. In an organisation that is heavily reliant on its hierarchical structure, directive control from leaders directly supports the culture and retains the focus that bonds the culture to the new end state. The hierarchical structure of Army provides a definitive culture that is supportive of cultural norms, values, beliefs and philosophies. The leadership focus of Army culture is heavily reliant on the identification of leaders through selection processes, training and formal education of the proposed leaders. McGuire (2002) has identified that this model has empowered its military personnel through intrinsic motivators, acceptance of responsibility and a focus on the vision of the organisation.

For the hierarchy of the military, high levels of effectiveness are required throughout the organisation especially during combat but also for those who are in support roles (Jones et al., 2000). At a deeper level there is a strategic need to retain military managers who can quickly adapt to meet the ever-changing combat requirements thus creating an internal labour market. For Army, an internal labour market creates skills that can be transferred from basic training through to management.

The military, as an institution, is structured through positive and negative reinforcement when adapting to organisational change and redesigning culture. The complex combination of strict discipline and chain of command, shares the responsibility of organisational change that is not identified in other organisations. Army personnel are trained to accept instructions without questioning managers creating a unique management environment (Jones et al., 2000). In support of training, military doctrine retains tradition and provides a rule-based culture (Osborne, 2009; Pothan, 2013). Karsten (2009) explains civilian and military leaders are different because of the scope of their authority and the lack of effective punishment in a civilian environment.

Whilst recruitment of suitable staff is required, ongoing training supports acceptance of change activities and effectiveness in transformational leadership (Boies & Howell, 2009). Moreover, Aaberg, Thompson, West and Swiergosz (2009), Heaslip, Sharif and Althonayan (2012), O'Toole and Talbot (2010) and Patrick (2012) support previous research that identified the requirement to recruit and train military personnel to meet the ever changing demands in peace and war time. Whilst, Hardy et al. (2010) and Lording (2013) found the ability to employ personnel with intellectual stimulation is directly related to high performance under transformational leadership. However Jackson et al. (2012), Kostakos (2012), O'Toole and Talbot (2010), and Pothan (2013) detail how specific, simplified training with repetitive sequences instils consistency in a diverse organisation. Smith (1995) subsequently encourages a learning environment that has a greater acceptance of change. In a similar pattern Nash (2010) and Smith and Jans (2010) identified a synthesis between full time military and Reservist requirement for structured training to ensure that both cohorts are actively ready to adapt to and accept change.

Key to empowering the individual is education that supports the critical skills required to assimilate into a new culture (Hohenhaus, 2009; Martin & Healy, 2009). A learning organisation is the cornerstone in the development of a new culture. The sub groups within the organisation must blend to create a new common understanding (Sugarman, 2010). Without adequate education, change may only be possible at a macro level (McCracken, Brown & O'Kane, 2012; Sugarman, 2010). Ongoing long-term education focusing on flexibility of tasking is required to create flexible teams where distinctions can be defined between the roles of all workers (Martin & Healy, 2009). Their approach seeks an understanding of how the workplace has changed. Historically, staff are trained

to develop specific skills in relation to defined tasks in an environment where there is a clear distinction between roles. Today's organisation is a far more flexible environment, where teamwork is core to the culture and employees can move seamlessly from one task to another. As a consequence training of staff is pivotal to the long-term viability of the organisation. During changes in regulatory compliance, managers should empower their staff to learn and develop new processes for problem resolution and meeting new challenges (Hohenhaus, 2009). Martin and Healy (2009) suggest that organisations need to recruit to meet the sustained changes.

Recruiting staff that have the ability to adapt to organisational change works towards a deeper understanding of how knowledge is transferred both formally and informally. Lu and Betts (2011) identified the synthesis between formal training and knowledge transfer. Commitment is required to transfer knowledge from training to the workplace, a lack of ongoing support and follow up after change sees reduced retention of training and little understanding of the active use of new skills. Additional understanding of teams and how they integrate to create an organisation is also required at all levels of the organisation (McCracken et al., 2012). A positive relationship between training and transfer of knowledge holds similar characteristics for senior managers, middle managers and staff.

2.2 PUBLIC SERVANT LITERATURE

Many researchers have found, rather than simply impose change; a clear predictor to acceptance is gaining commitment of public sector employees. O'Donnell et al. (2011) begin an understanding of organisational change in the context of the industrial relations impacts upon public servants. As seen below, many researchers seeking to ascertain how change is accepted within the public sector adopt NPM. Also, other supporters of NPM consistently identify that projects that seek efficiencies and changes to the organisation are heavily influencing the distinct and unique public service culture. A clear link is associated with commitment to, and support for organisational change.

Azzone and Plermo (2011), Bach and Bordogna (2011), Diefenbach (2007), Hall et al. (2003) and O'Donnell et al. (2011) adopted NPM, which is utilised to identify how change is accepted within the public sector. Supporters of NPM consistently identify that projects seek efficiencies and changes to the organisation, which is impacting on the public services distinct and unique culture. A clear link is associated with commitment to,

and attitude to organisational change only in the public sector and does not include military personnel.

Su Baird and Blair (2013), to measure public servants commitment to change, used the association of teamwork, respect, innovation and outcome orientation along with factors such as training, rewards, perceived support and organisational size. Public servant culture experiences difficulties in understanding the value of their contributions in relation to the success of the organisation.

The literature has an underlying theme that the level of commitment can be directly related to the size of the organisation. Su, Baird & Blair (2009) highlights that employees show higher levels of commitment to the organisation when the organisation is smaller and the individual can see the benefit of teamwork through the development of relationships with co-workers. O'Donnell et al. (2011) identify that the size of the organisation is directly related to the responsiveness and acceptance to change. The larger the organisation the lower the commitment demonstrated.

Su et al. (2013), on the other hand, demonstrate the cultural dimensions of teamwork; outcome orientation and perceived organisational support were associated with public servants involvement within the organisation regardless of the organisations size. The cornerstone to involvement is providing a focus on results instead of processes. With greater organisational support from managers, public servants are motivated to achieve higher levels of involvement when they feel valued in their jobs. The employee organisational commitment is heavily reliant on employees being heavily motivated to achieve. Furthermore the level of employee organisational commitment promotes job satisfaction. The stereotype of the change resistant public servant needs to be further understood as to how motivation factors support organisational change. Linking motivation factors through goal orientation is difficult, as the public servant does not identify the link between their contribution and the success of the organisation due to the lack of employee organisational commitment. Cunningham and Kempling (2009) liken government organisations to 'fish bowls' that require negotiation and compromise with a focus on the most aggressive fish.

The conflicting data continues with Cunningham and Kempling (2009), identify that long serving public servants who are entrenched in a culture that is resistant to change can

impeded acceptance of change and, as a result, cannot adapt to a variety of changes. Without negotiation and compromise the long-term public servant sees change as impacting upon their underlying values, which directly relates to how they behave within the informal cultural norms. Diefenbach (2007) found the long-term public servant would agree to the idea of change without any contribution. This creates a hidden resistance that on the surface appears that there is acceptance when in reality they are continuing to work using old systems, go unnoticed and 'fly under the radar'. These employees may not be resistant to the change but instead resist management's initiatives when they are unaware of the bigger picture.

Cunningham and Kempling (2009), Diefenbach (2007), Fernandez (2006), Machin, Fogarty and Bannon (2009), and Stummer and Zuchi (2010) identify a theme of culture and commitment. Each of these researchers clearly defines the need for a positive climate that directly impacts upon the manager's ability to successfully engage in transformational leadership. Without transformational leadership the link between process and change is less responsive to the organisation's needs and the focus remains on the individual's needs rather than the needs of the organisation. Lu and Betts (2011) identify that formal and informal education must include managers. The effectiveness of change initiatives can only be realised when training is transferred to the workplace creating the active use of knowledge and a deeper understanding of the requirements that result in the alignment of change and culture.

The manager's interaction with the individual creates meaning and a consistent message during organisational change (Bryant & Stensaker, 2011). The extant literature provides an analysis of both middle and senior managers within private and public sector organisations. Briody, Pester and Trotter (2012), Bryant and Stensaker (2011) and Hall et al. (2003) suggest the importance of middle managers as a common theme. These authors argue that middle managers are critical to successful change strategies and are increasingly expected to implement initiatives whilst retaining a 'business as usual' approach.

Bryant and Stensaker (2011), through Negotiated Order, finds that middle managers who are excluded from strategic decisions will have difficulties in engaging employees due to the break in the link between employees and senior management. Further difficulties exist for the middle manager, as they are expected to support and sell senior management's

objectives. As a consequence, the middle manager will encounter problems with translating the new goals and creating achievable objectives for staff when the flow of knowledge and ownership of change is broken. Managers need to ensure they use language that is targeted to their staff (Pollock, 2011). The middle manager needs to see the benefits to the organisation when they are focusing on the time invested in the development of staff.

The top down approach to change, in public service organisations, requires the middle manager to focus on human resource issues that are encountered as part of the change initiative (McGuire, Stoner & Mylona, 2008). Jones et al. (2000) and Winchell (2009) suggest that senior leaders in public sector organisations must also provide support to the changing environment if they are to enable strategic initiatives. Winchell (2009) compared senior leadership roles in both private and public sector organisations concluding that an authoritative top down approach was specific to public sector organisations, but within a command and control hierarchy. This top down approach provides a clear delineation of responsibility that is not seen in the private sector, whose emphasis is on flexible teams. Whether the manager is situated in a hierarchical top down model of management or engaged in a flat management structure, reinforcement of shared goals is obtained through ongoing training and support of staff to meet new organisational requirements, including training for relationships between managers and subordinates to build a new culture (Briody et al., 2012; Douglas, 2013).

Sugarman (2010) finds the New York Police Department created six processes required for organisational learning. The processes derived from a sense of crisis are identified as goals, management's role, responsibility, systems, communication and effective leadership. Lu and Betts' (2011) longitudinal comparison of two sections within the same organisation has important practical applications to understanding how education of staff and managers can benefit and support organisational change. One team successfully adapts to change with the support of management through, performance management and communication. The supervisor is pivotal in developing a framework in which training can be transferred to the workplace through the identification of causal connections. For the unsuccessful team the key issue was the inability of the leaders to coach their staff in creating a new culture. The lack of tools and application of training revealed dissatisfaction, reduced skills improvement and a reduction in effectiveness.

2.3 ORGANISATIONAL CHANGE LITERATURE

Readiness for change includes both individual and cultural factors within the organisation. According to Holt and Vardaman (2013), the individual's beliefs and attitudes demonstrate their collective readiness to undergo change. Holt and Vardaman (2013) explain how three broad dimensions are required to ensure organisational readiness is achieved. These include:

- “Psychological factors (characteristics of those being asked to change)
- Structural factors (circumstances under which change is occurring) and
- The level of analysis (individual and organisational)” (p. 10).

An organisation undergoing change requires support and acceptance at all levels. Social capital is important to allow individuals to work together efficiently and effectively without limitations creating a competitive advantage as individuals develop trust and can easily identify with each other (Bolino, Turnley and Bloodgood, 2002). This trust is based on the individual's belief that the other person is reliable, has good intentions and is open in their dealings. When the focus is on the barrage of information related to change, focus is lost on the task at hand (Beer & Nohria, 2000); otherwise the change initiative will create an unnecessary burden upon all staff. Theory O (bottom up approach) and Theory E (top down approach) investigates the explicit and implicit understanding of change (Beer & Nohria, 2000).

What is common amongst this extant literature is the legitimacy of Theory O, as it focuses on commitment to the organisation through learning and a subsequent change in culture during change initiatives. Furthermore Bolino et al. (2002) also define commitment through collective actions and intellectual understanding where the individual is engaged in the community in which they work and share a mutual obligation. The underlying culture is developed as relationships are transferred within the organisational network creating connections for multiple purposes, these relationships could facilitate relationships between people who would not normally be acquainted. These relationships are supported through dependencies and interdependencies. Holt and Vardaman (2013) identified for change to be initiated the organisation, the individuals, must be motivated to allow the change to commence. Without understanding the problem individuals will not be willing to learn. When organisations identify themselves in a learning environment the individuals are far more ready for, and accepting of,

organisational change (Choi & Ruona, 2011). Bolino et al. (2002) explain that employee whom have positive attitudes and behaviours beyond their normal job role promote positive organisational citizenship.

Public sector employee culture is based on the individual's accountability and reward mechanisms through the creation of employment agreements (O'Donnell et al., 2011). Cunningham and Kempling (2009) best describe public sector organisational culture as 'fish bowls', where negotiation and compromise is key. The sheer size of the organisation hides the identification of the organisation's strengths. The recognition of long-term employees adds behaviours that are deeply entrenched in cultures that do facilitate change. There is a need for change to revitalise the public sector to address the challenges of the rapidly changing world. This requires a change to thinking, culture and expectations placed on them by government (O'Ortenzio, 2012). Understanding the influences that impact upon effective change is a complex issue, which needs to be explained through the individual's constructed meanings within the current cultural constraints. Jagodic (2008) investigated organisational change with reference to the introduction of Information Technology (IT). Whilst culture was not the main focus, the research highlighted how both formal and informal communication created the processes for organisational change and a change in culture was triggered by a change in motivation. Furthermore it was identified that the culture of the organisation had a direct influence on the employee's reaction to the change project and further investigation is required.

Public sector personnel that work alongside their military counterparts are employed under a different recruitment and training structure. Compromise and negotiation play a key role in adapting to, and accepting change in the public sector, the commitment to the organisation is not driven by the rigor of drill and common core values (Cunningham & Kempling, 2009).

Hughes (2013) explains, from the day Army personnel begin recruitment activities they are constantly receiving orders for every action they undertake. Whilst all military personnel undertake drill, Hughes (2013) specifically investigates the culture of the Australian Army. This drill reinforces core values required to make an effective soldier. When training is conducted in such a rigid format the soldier becomes conditioned to act in the most effective way to meet the organisations needs. The exigencies of deployment require Army personnel to respond quickly with well-developed drills and without

questioning. The culture of the Army creates effectiveness as each person ensures his/her own peers maintain the appropriate standard. Hughes (2013) suggests that loyalty plays a large part of the effectiveness of the organisation. Loyalty is part of the culture that honours the traditions of the Army from war fighting, fallen servicemen to veterans who hold life long loyalty to the people they serve along side. The bond created amongst Army personnel is further strengthened as a result of security and posting. Hughes (2013) argues this creates disconnect “from the people they live among, forming their own social groups with one another” (p. 235) and inevitably they seek support from within their own organisation.

Bolino et al. (2002) explains that individuals who trust each other develop an understanding and loyalty. This commitment is demonstrated through behaviour that supports the organisations social structure where like behaviours support the organisational commitment of the individual. Bolino et al. (2002) defines the social capital that creates the culture that provides the connection within the organisation citizenship as “a resource that is derived from the relationships among individuals, organisations, communities or societies” (p. 506) this also includes the cognitive dimensions of the social capital. A social capital built through the presence of motivational factors develops strong connections within the social construct of the culture and provide insight into rituals, customs and artefacts (Hansen, 2006). Without a common perspective the underling understanding between individuals is lost and the relationship is no longer focused on the connection of individuals.

Bolino et al. (2002) describe this social participation as enabling employees to develop common perspectives where individuals describe events in a similar way. This can be achieved through story telling, organisational myths and metaphors at social events. Likewise learning to speak the common language of the organisation enables the employee to be more widely socialised and provide a deeper understanding of organisational values and mission through narratives.

Hughes (2013) and Noether (2005) found many similarities in military culture and organisational change. Noether’s (2005) study has important practical application for as to the link between military and public servant acceptance of change within the same organisation. Noether (2005) investigates the role of leaders within a combined government/military organisation and the civilian’s inability to adapt to change and hold a

position of equality. Regardless of the setting, public servants struggle to adapt to change, as their role in the organisation is based around long-term continuity. Public servants see themselves as subject matter experts due to the time spent in one role, not as entrenched in an out dated culture that has provided them stability and comfort for ten, twenty or thirty years. Understanding the organisational culture of the Australian DoD requires an insight into the culture of both military and public servants within the same organisation.

Holt and Vardaman (2013) identified for change to be initiated the organisation, the individuals, must be motivated to allow the change to commence. Without understanding the problem, individuals will not be willing to learn. Bolino et al. (2002) explain that employee whom have positive attitudes, behaviours and motivation beyond their normal job role promote positive organisational citizenship.

The Defence White Paper (2013) and First Principles Review (2015) outline organisational effectiveness, which is key to providing increased capability and increased efficiencies in support of operations and safety of the nation. For Army this translates to new equipment, improved maintenance, improved facilities, deployment of land materiel and equipping employees under command and control. The Defence White Paper is the starting point for organisational change and the future requirements of the organisation. It provides the initial requirements of the organisation with additional support for new a culture from the First Principles Review Behaviours stream.

Support of leaders is crucial in creating an effective organisation change. A clear vision, common goals and a strong culture provide the backbone of an organisation when focusing on change activities. Both public servants and managers perceive each other as a roadblock that does not support the other, resulting in resistance or a closed mind. Without buy-in from both parties the organisation languishes, due to staff exhibiting negative behaviours, fearing the unknown and decreased morale (Erwin & Garman, 2010). The culture of the organisation provides the ability of the staff to adapt to change and accept the new processes and culture that it has created. Holt and Vardaman (2013) identified four key aspects of organisational change that relate to the individuals level of acceptance, (1) appropriateness of change, (2) support for change from management, (3) capability to succeed and (4) benefit to the individual. Individuals convey support to managers when obedience and organisational loyalty is demonstrated. They are not putting themselves first; instead they value the well being of the organisation and their

colleagues (Bolino et al., 2002). In these circumstances managers hold greater trust in the individual as they are seen to be hard working, committed and prepared to develop themselves so they can work at higher level and participate as team players.

The level of resistance is measured by the demonstrated culture during change (Applebaum, Habashy, Malo & Shafiq, 2012). Applebaum et al. (2012) states that, without the sense of urgency to motivate the team, poor leaders who seek demand and control will meet with resistance as they are devoid of the vision required to maintain momentum. Momentum is required to overcome the inertia of resistance. Applebaum et al., (2012) approach is based around Kotter's (1995) '8 Step Change Model', which provided the first insight into how to measure organisational change and be used to reinforce new behaviours. Bolino et al. (2002) suggest that 'groupthink' demonstrates the individual's commitment to the organisation. The trust in the common goal elicits vulnerable behaviour where the individual is prepared to fore go their own interests for the good of the group. Through the adaption of Kotter's Change Model, Applebaum et al. (2012) identified that most change issues are a result of an employee's behaviour rather than strategy, or structure. Beer (1990) espouses that managers will align training, roles, responsibilities and issue resolution when seeking a shared vision and mobilising organisational effectiveness. The internal effectiveness of an organisation also needs outward portrayal to ensure the customer remains confident (Bamford, 2008; Ravenswood, 2011). To ensure that change is embedded long-term the individuals need to align their behaviour with their new roles (Choi & Ruona, 2011).

Machin et al. (2009) demonstrate confidence during organisational change through the understanding of Herscovitch and Meyer's 'Three Component Model'. The Three Component model is based around the mindset of employees and their organisational commitment with three components, affective, normative and continuance commitment, which can be experienced in varying combinations. This model allows employees to demonstrate their commitment and support to change resulting in the development of a new culture through collective commitment. Further to this, McGreevy (2008) highlights that for change acceptance, Lewin's (1951) 'unfreeze, change and freeze model' provides the organisation with the processes needed to adopt new order, the emergence of a new environment to disregard previous actions.

2.4 THEORY SELECTION

The selection of an appropriate theory will provide DoD with an understanding of how change can affect the organisation, not just at a practical level but understanding the hidden aspects that may not be considered during the roll out of a project, which is based around the process of triple constraints. Most change programs don't work because they are guided by a theory of change that is fundamentally flawed (Beer, 1990). This perspective can also apply to research. Without predetermined theory(s) to underpin the research, the intent can be lost.

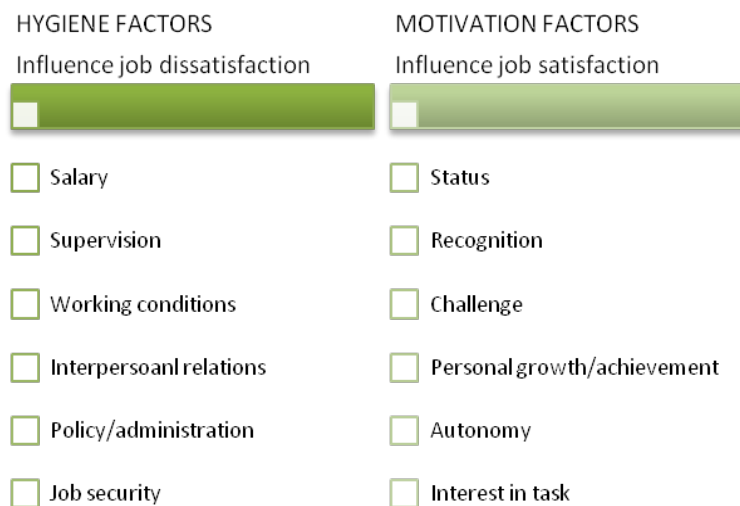
The literature review identified researchers who had undertaken qualitative research in this area and highlighted a range of different theories. Motivation theories like Maslow's Hierarchy of Needs, ERG Theory of Motivation, Herzberg's Two Factor, Bandura's Self-Efficacy and Vroom's Expectancy theories (Baxter-Tomkins, 2011; Douglas, 2013; Lording, 2013) seek to understand the language of the participants, motivation and leadership models. Azzone and Plermo (2011), Bach and Bordogna (2011), Diefenbach (2007), Hall et al. (2003) and O'Donnell et al. (2011) used NPM to investigate public servants. The focus of NPM is to explain how organisational change is justified, communicated and implemented across government organisations in a business-like process. Whilst this project is being undertaken in a public sector organisation, NPM will not be adopted, as the focus of this research is to understand the culture behind the two groups within the same organisational change.

The data collection, methodology and philosophies for this project support the use of the Herzberg Two Factor theory. Triangulation through interview data and organisational policy will support the known; equipment, people and policy.

Intrinsic motivation is triggered by internal factors such as interest and fun. Extrinsic motivation is influenced by external factors like incentives or pressure. It is desirable for employees to arrive at the workplace with intrinsic motivation that works towards the employer's vision. Herzberg's Two Factor theory (1959) is based on the premise that only the intrinsic factors can really satisfy and therefore motivate an employee. This theory also relates to our imagination about work motivation. Job security and appropriate payment are nice starters for motivation, but what really motivates us in our job comes more from an intrinsic point of view. Independence, continuous development,

responsibility, work completion and the work itself are only some example for us, which must exist to lead to work motivation. Unlike other motivation theories like McGregor's Theory A and Theory Y, Maslow's hierarchy of Needs theory and McClelland's Need theory which focus of the motivation of the individual, Herzberg's Two Factor theory is based around understanding the individual's motivation and hygiene factors within the group (Maidani, 1991, Nelson & Quick, 2010 and Sanjeev & Surya, 2016).

Figure 2.1 Herzberg Two Factor Theory



As depicted in Figure 2.1 motivation factors influence job satisfaction and are intrinsic to the individual whilst hygiene factors influence job dissatisfaction and are extrinsic to the individual (Nelson & Quick, 2010; Robbins, Judge, Millett & Walters-Marsh, 2008). Sanjeev and Surya (2016) describe how the lack of motivation factors does not create dissatisfaction; instead, the lack of motivation factors decreases the individual's job motivation. Additionally, they found that the Two Factor theory did not consider the culture of the organisation.

This research will adopt a new context in applying Herzberg Two Factor theory. This will be achieved through understanding how the absence of motivation factors impact upon the acceptance of organisational change. Kotter and Rathgeber's (2006) management fable depicts a physical geographic entity. In reality Kotter and Rathgeber (2006) are seeking understanding of the interactions of the personnel of an organisational to create a new culture that replaces the old traditional culture. Needing to understand the differing cultures and interdependencies of public servants and military personnel

demonstrates the significance of the Two Factor theory to this research.

2.5 RESEARCH QUESTION

The literature review identified a gap in the literature based on military, public servant and organisational change of previous studies within government departments. The lack of motivational factors has not been fully investigated in the context of how an organisations culture directly impacts upon the acceptance of organisational change. The following research question has been derived from the literature review:

Organisational change in Department of Defence: A comparison of change management acceptance and interdependencies between military and non-military personnel.

The following question will guide this study:

Research Question

1. How do the different public servant and military organisational cultures lead to greater acceptance or rejection of change within the same change phenomenon?

In answering this question there are 3 sub questions, which investigate if varying cohorts with differing backgrounds will adapt to change in the same way.

- a. What evidence is there to support the acceptance/rejection of change in the military culture?
- b. What evidence is there to support the acceptance/rejection of change in the public service culture?
- c. What cultural evidence is there to support the acceptance/rejection of change for public servants who have formally been in the military?

This study will attempt to address these 3 questions. These questions are derived from the review of the literature and will be explored using qualitative analysis.

2.6 JUSTIFICATION OF SIGNIFICANCE

To date, Noether (2005) is the only study identified that investigates the unique cultural aspects of an integrated public servant/military workforce. The focus of Noether's (2005) research investigates the role of leaders within a combined government/military organisation and the civilian's inability to adapt to change and hold a position of equality. Whilst Noether's research identified the public servants inability to adapt to change, the primary research question is based on the leader's ability to influence cultural change.

Unique themes that provide a contribution to literature in this chapter include:

- Identifying the people's reactions to change when two groups coexist as part of the same organisation located in the same environment where the majority of staff works within a bureaucratic structure.
- Identification of a third group comprising of ex military personnel who are now public servants with 20+ years experience. They demonstrate the capacity to personally possess two cultures and readily associate with both cultures. They have the agility to shift between two cultures as the organisational context changes. This group has been identified as a '*Militacratic Culture*'.
- Identification of unique interdependencies that exist between the groups that directly supports the acceptance to change and provides future application within a military context or in blended organisational structures.
- Application of Herzberg's Two Factor theory in a new context where change acceptance or rejection occurs as a result of the lack of motivation factors. As identified in previous research, Herzberg's Two Factor theory has identified the presence of hygiene factors related to job dissatisfaction or the presence of motivation factors related to job satisfaction.

Lording (2013) examined training, morale and attendance in Australian Army Reserves in the United Kingdom. Pothan (2013) explored the New Zealand Air Force and Westlake (2009) examined the affects of posting cycles on Australian Air Force personnel. Lording (2013), Noether (2005) and Pothan (2013) identified the unique nature of the military environment and the motivation through command and control. Furthermore Noether's (2005) research was based around a case study, consisting of open-ended interviews

targeting six key figures within the organisation that were managers within a large scale planned organisational change. Additionally, using a snowball sampling technique another two personnel were identified for interview. Pothan's (2013) methodology was based around a case study with semi-structured interviews and analysis of artefacts. Baxter-Tomkins (2011), Douglas (2013), Lording (2013) and Westlake (2009) selected semi-structured interviews to provide greater flexibility during the data collection stage. Douglas (2013) and Pothan (2013) identified participants through purposive sampling.

Baxter-Tomkins (2011) sought to understand the relationship between New South Wales Rural Fire fighters and State Emergency Services and the unique nature of volunteering. Douglas (2013) focuses on the interdependencies between team-efficacy, independence and performance of teamwork on fire incident management teams in high-pressure environments.

Noether (2005) identified limitations in his research with regards to the political climate and impact upon the need to understand change phenomenon resistance in a political context. This limitation will be disregarded for this study due to its irrelevance to the context of this research. Instead this study will focus on the interdependencies of the public service and military cultures and how change is accepted.

The aim of this exploratory study is to investigate organisational change acceptance within DoD. The primary focus is based on the relationship and interdependencies between public servant and military personnel focusing on the different organisational cultures of these groups. This study will contribute to the existing knowledge through an understanding of combined military and public sector cultures and how the presence or absence of motivation factors contributes to organisational change. Furthermore, this study is specifically concerned with the varying levels of acceptance and adaptability between public servants and military personnel.

This study has been chosen because of the limited pre-existing knowledge on this topic. Previous studies have focused on change activities related specifically to public sector employees within other federal agencies and military personnel as a separate investigation. Whilst it is possible to compare these groups theoretically through the comparison of extant literature, no research has been identified that compared the two groups, public servants and military personnel, within the context of an integrated environment in the

same organisation. Even though Noether (2005) studied military and public servants in the same environment, Noether did not identify a third group who have been labelled as *Militacratic*. The identification of the *Militacratic Culture* is not possible through the comparison of extant literature where the two groups are compared in differing environments. Key to this unique knowledge is understanding how both groups react in a single organisation where they coexist.

Additionally no previous studies have identified the interdependencies that exist between the different cohorts within the same organisation and how varying cultures develop interdependencies during change activities and in day-to-day work. This study seeks to understand how the comparison of the two groups differs when a relationship exists within the same organisation. The knowledge gained from this study could be used to inform research on other organisations where a unique integrated environment exists including police and public servants or fire brigade and support staff. Furthermore this research will support other studies in a military context or apply to similar organisations in other countries.

The results shall provide observations and recommendations about how public servant and military personnel manage and accept change within the current organisational environment. Warner (2008) agrees that long-term, permanent change is required in Defence. Notwithstanding any variation in acceptance, an emphasis will be placed upon support of operations, core capability and creative, innovative thinking. McGuire (2002) identifies five strategies that are the basis of the proposed Army Change Model; his research did not identify the interdependencies that exist between public servants and military personnel to achieve organisational outcomes.

Unlike Lording (2013), Noether (2005) and Pothan (2013), this study will uncover the link between public servant and military personnel in Melbourne, Australia. For the military personnel, the study will target Army personnel and for public servants the study will target personnel of LSD who directly support the Army across Australia. The study will take place in the centralised administrative hub in Melbourne and will endeavour to understand how change strategies implemented, to improve Army's management of their materiel are adopted. This study's approach also varies from previous studies in that it will sample both managers and subordinate staff (approximately 20 participants) within the same change phenomenon. A single case study will:

- Address the gaps in current literature relating to the new knowledge of how organisational change is accepted in an integrated work environment.
- Ascertain the employees understanding of the issues related to change and the varying cultures within the same organisation.
- Provide qualitative data that can be triangulated between interviews, demographics and policy.
- Demonstrate interdependencies that could not be identified through the review of extant literature based multiple case studies of groups in differing locations/organisations.

This approach will provide a richer source of data and a greater understanding of the impacts of organisational change across all personnel and where strengths and weaknesses exist in current change strategies whilst retaining the language and understanding of the participants. The findings of the single case study will focus on a single location and change event between 2007 and 2016. Whilst previous research has compared these two groups through the review of various sources of literature, this single case study provides a single source of data to compare attitudes and reactions to a single specific change phenomenon as well as interdependencies that could not otherwise be identified through a review of extant literature.

The findings may be specific to this change activity or specific population, however the viewpoints of the participants could be used to compare and test extant organisational change literature or cultural literature to similar public sector organisations in different locations. Like Baxter-Tomkins (2011), Douglas (2013), Lording (2013) and Pothan (2013) this study will adopt a qualitative approach to uncover participant's experiences within public sector and military cultures.

The reviewed literature is primarily focused on organisational change in private and public sector organisations. A key limitation that has not been identified is how public servants and military personnel adapt to the same change phenomenon in the absence of motivation factors. Previous studies that have unearthed their findings using Herzberg Two Factor theory have looked for the presence of hygiene and motivation factors during change. Instead Herzberg's Two Factor theory will be utilised in a new context. It will focus on the absence of motivation factors and how that will impact upon the acceptance of organisational change and how the cohorts work together during these activities.

Young (1995) highlights the need for both public servants and military personnel to work together to meet the Defence White Paper (2013) planned capability. The collaboration of public servants and military personnel requires a cultural change (John, 2013) that to date has not manifested in moving from a hierarchical institution to one that embraces the occupation of the civilian workforce. A distinct difference in cultures has not seen the convergence of technical and managerial skills needed.

Furthermore, this study does not attempt to change the current structure of the public sector personnel; instead, this study contributes to current knowledge by providing insight into the differing requirements of public servant and military personnel affected by the same organisational change. This study will examine the affects of organisational change as a result of the introduction of an Information technology (IT) system in LSD, which has significantly changed the way personnel undertake their daily work.

It is anticipated that the evidence gathered during this study will provide Army Headquarters, Headquarters LSD and Land Engineering Agency (LEA) an understanding of how change can be effectively managed within the organisation when both military and public servants are part of the same change phenomenon.

2.7 CONCLUSION

This case study considers the success of any organisational change is received and understood by the employees. Change, no matter how large or small, will meet with some level of resistance. Attitudes and change indicators need to be understood within the varying cultures of the organisation and how the presence or absence of motivation factors influence change acceptance using Herzberg's Two Factor theory. When the decision is made to introduce change to an organisation there needs to be a clear vision on how the activity will change autonomy, redefine process ownership and change work processes. Understanding human nature can predict how the culture will develop during an organisational change activity and influence its positive outcome.

An interpretive ethnographic approach was adopted thereby enabling findings to emerge from the realities of the participants. The case study provides a personal historic perspective of the participants that develops findings and recommendations that will answer the research questions based on the gap in current literature.

Chapter 3: METHODOLOGY

Any research requires an underpinning epistemology, ontology and axiology providing evidence of the chosen paradigm. This qualitative research will be based on data collected through interviews that are purposeful and encourage open discussion. Crotty's (1998) hierarchy of concepts, with four distinct hierarchies, has been selected to inform this research (Figure 3.1).

Figure 3.1 The Hierarchy of Concepts
(Crotty 1998)



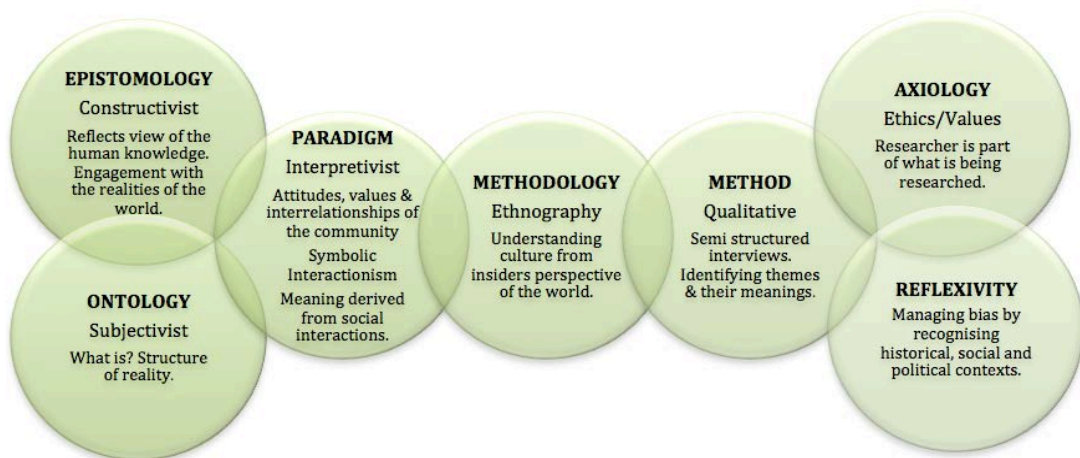
3.1 EPISTEMOLOGY AND ONTOLOGY

The objectivist approach suggests that truth and meaning can be found independently of the consciousness. A constructivist epistemology will be the basis in this research as it is reflective of the participant's reality, knowledge and engagement within DoD (Crotty, 1998; Hansen, 2006). The focus is on the time, place, context and reality of public servants and military personnel who are undergoing organisational change. Their interactions within the organisation and with each other will provide a meaningful social context in line with a constructivist perspective. Like wise Sabri-Mantagh (2012) found it useful to listen to the multiple voices of the participants to understand the phenomenon being studied and the constructs in which it is created within the organisation. A constructivist approach will facilitate transparency between the researcher and participants (Sabri-Mantagh, 2012) and support subjectivist ontology, where the focus is on the participant's reality and gaining an understanding of the organisation's culture. Understanding the epistemological stance provides the researcher with a solid framework to comprehend and uncover the knowledge they need to identify and explain. Crotty

(1998) explains this as developing a human understanding of the mundane realities of the individual's environment.

Figure 3.2 outlines the theoretical framework adopted for this study. Epistemology (the grounds for knowledge) and ontology (the nature of the world) can merge in understanding and a continuum between objectivism (realism) and subjectivism (relativism) exists (Crotty, 1998). Maykut and Morehouse (1998) describe ontology as a paradigm that focuses on reality that is uncovered by inquiry into particular issues. This study is concerned with “what is” (Crotty, 1998, p. 10) and forms the subjectivist ontology.

Figure 3.2 Theoretical Framework



Understanding the personal historic perspective and the nature of reality supports a subjectivist approach. This ontology works to comprehend human behaviour as a subjectivist approach reconstructs understanding from those who are engaged in the change activity. This understanding will provide insight and meaning to what participants do and why they do it. More specifically, it ensures the participant's in-depth understanding of reality is retained to answer the research questions.

Both ontology and epistemology form the basis of the theoretical perspective. The basis of the research is identifying the interrelationships between public servants and military personnel and is supported by an interpretivist theoretical perspective that will explain social and human reality. Key to an interpretivist perspective is ensuring the participants meanings are retained through events and social phenomenon in which the participants are involved.

3.2 PARADIGM

Key to this study is to understand the interactions and variances between public servants and military personnel, which supports a Symbolic Interactionism (SI) stance (Crotty, 1998). Bryant and Stensaker's (2011) interpretivist approach focuses on how meaning is constructed and negotiated. SI has been selected as the strategy of choice because realities vary according to each participant in the research. Hence, a single structured reality cannot be adopted; instead understanding is sought through the societal forces in which the culture exists (Crotty, 1998). The focus of an interpretivist paradigm is the reality of the participant based on their socially constructed reality (Glesne, 2011; Lording, 2013). The complex and ever changing environment of organisational change requires investigating the reality of the participants through a social lens. An interpretivist approach will identify patterns in responses to interview questions that will not be normalised and interpreted through numbers, instead the responses are handled with descriptive analysis retaining the language of the participants and organisation (Glesne, 2011).

A range of assumptions will be investigated and grounded through SI. The researcher will uncover views within the context of the participant's workplace whilst collecting data from individuals and identifying causal relationships along with any interrelationships that exist. This will ensure underlying theory and the information collected in interviews will be valid, justifiable and focusing on issue related observations.

3.3 RATIONALE FOR THE RESEARCH DESIGN

This research is concerned with the relationships between public servants and military personnel during an organisational change. It is important to identify the underlying culture of the groups and how they interact during the same change activity (Hughes, 2013; Noether, 2005). From this information the researcher is seeking to identify any causal relationships that create interdependencies between public servants and military personnel within the change activity. The literature review specifically identified change acceptance for both public servants and military as well as organisational culture (Cunningham & Kempling, 2009). Gaining a greater understanding of the role of both groups working within the same environment should provide a greater insight into the interdependencies these two groups have upon each other and how they are linked to the organisations culture. Organisational effectiveness is not just investigating these two groups but understanding how the two differing command structures affect their

effectiveness. More specifically, the researcher will also identify how the culture of the public service and the military directly relates to their motivation to accept change. The researcher will also investigate how they can work together to achieve an agreed outcome as a result of organisational change in the integrated environment where command structures are differing for public servants and military.

The Defence White Paper (2016) and Strategic Reform Program (2009) have pursued many change initiative across Defence as an organisation. These changes are directly related to both public servants and military personnel in the organisation looking forward to 2030. As stated in the Strategic Reform Program (2009), the initiatives outlined will take years to implement and are critical to supporting the Australian Defence Force. Each change initiative delivered within Defence creates its own transformation and influences future change activities. This research seeks to identify how organisational change effects the culture and change acceptance within LSD who supports Army personnel.

3.4 RESEARCH METHODOLOGY

This research will adopt a qualitative approach, allowing the researcher to draw upon the views and experiences of the people involved in the change phenomenon within the context of the work environment (Baxter-Tomkins, 2011; Douglas, 2013; Lording, 2013; Noether, 2005; Pothen, 2013; Westlake, 2009). Similarly Sorrell and Redmond (1995) support an ethnographic interview describing ethnography as “the cultural knowledge of the informant” (p.1118). O’Leary (2004) is likeminded in her approach identifying how the culture constructs the individual’s experience.

Key to ethnography is to understand the symbolic world of the individual including their rules and roles within a given situation. For this research the selection of one specific project and the multiple changes within it provides data from the individuals viewpoint. Understanding that multiple realities may exist the researcher gains insight into the individual’s world through their words (Hansen, 2006). To better describe the ethnonarrative approach, Hansen (2006) draws an analogy between a script and a play. There is a strong link between the narrative (script) and its context in the environment (play) “While every play has a script, a play is much more than a script” (p. 1063). The data analysis creates thick descriptions from the researchers ability to understand, discover, describe and find the meaning of the data. Whilst this research data is derived

from one phenomenon, the researcher is not concerned with the phenomenon itself instead the researcher is seeking to understand the culture behind the organisational change, the interdependencies and the affect on these groups when there are a lack of motivation factors (O’Leary, 2004). For this reason phenomenology has not been selected as the methodology for this research.

The combination of symbolic interactionism and ethnography support an anthropological approach that is required to understand the culture of the organisation (Crotty, 1998). The research methodology that supports the chosen theoretical perspective is ethnography. Glesne (2011) describes ethnography as coming from “the Greek ethnos, meaning a people or cultural group, and graphic, meaning to describe” (p. 17). Ethnography has been selected as it forms the basis of the empirical data collected during interviews. Like any methodology, ethnography has its strengths and weaknesses. O’Leary (2004) defines the strengths as; in-depth understanding of culture, possibly leading to the development of new theories, providing numerous world views based on the understanding of the individuals in the research. Contrary to this, O’Leary (2004) also explains the difficulties with ethnography as issues with; gaining the trust of the individual or access to the individual, the impact the researcher may have on the participants of the research. In this case the researcher is required to explicitly understand how the data is being analysed to ensure their perspectives are not filtering the data. O’Leary (2004) illustrates this through explaining how the researcher’s reflexivity can alter inputs if there is no strong framework resulting in the data being clouded by the researcher’s own world view. The credibility of the researcher is paramount; to this end the researcher has clearly defined their role to clearly explain how the researcher will minimise their impact upon the analysis of the data.

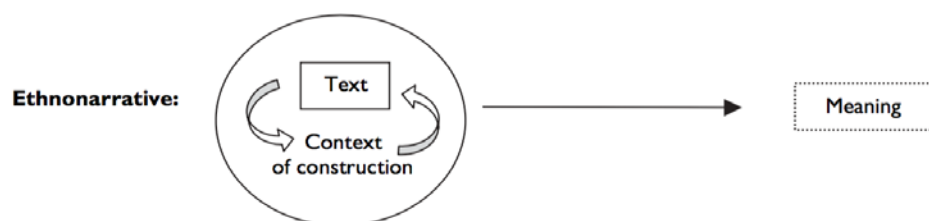
Key to this research is to understand the two cultures within DoD and the perspective and practices of the individuals within these cultures (Crotty, 1998; O’Leary, 2004). The understanding culture is based on the participant’s customs, traditions, motivations and habits which creates the source of behaviours governed by rules and instructions that are the social realities of the culture (Crotty, 1998; Hansen, 2006). Sorrell and Redmond (1995) are likeminded in their approach to Crotty.

There is consistent evidence that the collection of data needs to retain the language of the volunteers to allow the researcher to understand why members of the organisation do

what they do. Thus allowing the researcher undertaking ethnographic interviews a chance to discover the meaning of the organisations cultures and shared values amongst the two groups identified. Similarly, Hansen (2006) describes the language and narrative as the building blocks that create multiple intertwined reality and outcomes within the organisation. These narratives are acted upon to create ideas and concepts that are the meaning of experiences and imbedded in social interactions. Figure 3.3 describes how the ethnonarrative approach creates an explicit link between the narrative and context. It would seem that social and symbolic interactions are strongly linked to ethnography and understanding the narrative. In the words of Hansen, “In a play, stage is not the same as scene, and while every play has a script, a play is much more than a script” (2006, p.1063). In this context the ethnonarrative approach explores the play not just the script through understanding human nature and its motivation factors, autonomy, challenges, recognition and ownership.

Figure 3.3 Approach to discourse and context

(Hansen 2006)



Particular importance is set on retaining the participant’s language (D’Ortenzio, 2012; Fetterman, 2010). This will ensure information is not ‘lost’, then the beliefs of the researcher will not influence the findings of the data obtained during the interviews. The ability to retain language ensures the culture of the organisation is retained and the researcher sees things from the perspective of the participant and describes the culture of the group (Crotty, 1998). Patton (2002) and Sorrell and Redmond (1995) highlight the need for ethnographic questioning to involve the careful development of the interview questions ensuring they are descriptive, structural and contrasting. This creates data with a rich narrative content of the story about the culture behind organisational change (Briody et al., 2012). Hansen (2006) elaborates on the requirement to understand the narrative through the definition of context. The prefix ‘con’ implies coupling with the narrative, text, which creates a context of space and surrounds.

Whether gaining meaning from within a group or from the needs of the individual, ethnography provides an anthropological approach that supports a sociological understanding of a culture and the history of the culture (Bramford, 2008; Briody et al., 2012; Glesne, 2011).

This research seeks to understand the context of the narrative within the reality of the individual. It is anticipated this research will uncover in depth information with regards to acceptance of change and motivation factors within a project environment. It is expected that the data obtained will provide differing acceptance levels and interdependencies between military and non-military personnel within LSD. The participant's reality is intrinsic and may even be unique, qualitative research can build on existing knowledge whilst discovering new ideas.

3.5 RESEARCHER'S ROLE

This research will adopt a qualitative approach, allowing the researcher to draw upon the views and experiences of the people involved in the change phenomenon within the context of the work environment (Baxter-Tomkins, 2011; Douglas, 2013; Lording, 2013; Noether, 2005; Pothan, 2013 & Westlake, 2009). The combination of Symbolic Interactionism (SI) and ethnography support an anthropological approach that is required to understand the culture of the organisation (Crotty, 1998). Glesne (2011) suggests, as a researcher I should be conscious of verbal and non-verbal communication and how it can impact upon the participant's responses and behaviour. The participant's reality is intrinsic and may even be unique, qualitative research can build on existing knowledge whilst discovering new ideas. Lording (2013), who selected a phenomenological approach, supports previous studies through a complementary investigation and provides a deeper understanding of the truth. It is important to maintain the values of the theoretical perspective whilst valuing the complex understandings of unique realities (Saunders, Lewis & Thornhill, 2007; Sorrell & Redmond, 1995). As the researcher, I will need to demonstrate a high level of trust as they are often exposed to sensitive information.

As the researcher, my primary role was interviewer. In addition I am also a public servant within LSD who prior to the research was also involved in the change activities being examined as part of this research. Being part of the organisation change provides contextual knowledge understanding how the volunteers express themselves. In the main,

being there and being able to share and understand the volunteer's views gives the volunteer confidence in the researcher being able to identify their context (Hansen, 2006).

To ensure there was no conflict from access and power potential volunteers from my immediate work group were excluded from the list of potential volunteers (O'Leary, 2004). Furthermore any people in my direct chain of command were also removed from the list of perspective volunteers. Consequently this approach removed any perceived position of power from the researcher or volunteers and preventing any abuse of relationships or talking advantage of any individual.

During the study I also played the role of observer and the role of researcher as a learner (Glesne, 2011). I approaching each interview interested in learning about the participant's perspective, ensuing they could speak freely about their experiences. Furthermore I approached the interviews as if I was in the role of an external agent to ensure I would not influence the participant's responses. This approach was developed to allow the participant to hold the role of expert or subject matter expert and as a result should have a sense of their importance to the research (Sorrell & Redmond, 1995).

My interest was to understand organisational change acceptance, culture, the role of leadership and motivation factors that affect change acceptance/rejection.

3.6 PARTICIPANT SELECTION

The primary sites for the interviews were Victoria Barracks Melbourne and Defence Plaza Melbourne. These sites were selected due to the large population of LSD employees, both public servants and military. These locations embodied all the characteristics required for the research criteria. The locations provided the unique blend of military and public servants who have been substantially impacted by the LSD organisational change activities. LSD has 1284 employees across these two sites comprising of 1079 public servants and 205 military (based on figures supplied by LSD headquarters April 2015). Of these 1284 employees approximately 400 were directly impacted by the introduction of a new IT system to LSD.

Access to these sites was gained as part of my normal working conditions. I am currently located at Victoria Barracks Melbourne and previously located at Defence Plaza

Melbourne. As I already hold access to these sites there were no additional access requirements.

Underpinning an ethnographic approach is access to the groups selected for the research. It is important for the researcher to have a high level of access and be able to build a rapport with the individuals being interviewed. Without this level of intimacy the researcher cannot penetrate the outer shell of the culture and build rapport and trust (O'Leary, 2004).

As mentioned above, I selected participants from LSD in Melbourne, as this is where the highest concentration of employees is located for this research. The selection of participants will be a purposive, non-probability sample (Douglas, 2013; Pothan, 2013; Sandelowski, 1995) derived from an email, requesting volunteers from all CMT-L users in Melbourne who work in LSD (Appendix 1). Relating to this, Sandelowski (1995) writes that there are three kinds of purposeful sampling. For this research I used phenomenal variation to define the parameters of the volunteers. By logical extension the organisational change phenomenon selected is the introduction of CMT-L to LSD where both public servants and military are the selected participants. Thus the variables can be viewed in whole across the organisations two groups.

There are currently 700+ users of the CMT-L application of which approximately 500 are based at Victoria Barracks Melbourne and Defence Plaza Melbourne. The other 150 users will be excluded, as they are users who work within Maritime, Aerospace and Electronic Systems Divisions. The Melbourne based users include both public servants and military personnel from 18 to 70+ years of age. As LSD is a male dominated organisation, it is anticipated that there should be a smaller sample of female participants.

It was anticipated that approximately 40 volunteers would participate in the research. This may vary depending on the responses to the request for volunteers. The initial email request for volunteers identified 15 volunteers comprising of mainly public servants. An additional email was sent to perspective volunteers seeking further assistance. In total 22 participants were identified and interviewed. The sample group comprised of 13 public servants (ranging from APS 5 to EL2) and nine military members (ranging from WO1 to Major) across a range of different positions and Systems Program Office (SPOs)/projects within the organisation. There was no requirement to select volunteer based on

demographics and no requirement to have equal numbers of public servants and military personnel. The only requirement was to have representatives from both groups regardless of length of service, position or gender (Sandelowski, 1995). Sandelowski (1995) claims the sample “is informationally representative in that data will be obtained from persons who can stand for other persons with similar characteristics” (p. 181).

Whilst a range of volunteers was required to obtain suitable data, Sandelowski (1995) clearly explains that the quality of the information gained is more important during research, rather than the size of the sample. It is important to acknowledge, “inadequate samples sizes can undermine the credibility of the research findings” (Sandelowski, 1995, p. 179). The aim of seeking volunteers for the research was to gather enough data to obtain deep understanding of the information, not to collect specific volunteers to provide data to just meet a quota. To this end no additional volunteers were requested when sampling reached saturation. O’Leary (2004) and Sandelowski (1995) define saturation as reaching a point where information received is consistent in relation to the participant’s experiences and events they identified.

A stratified purposeful sample suits this project as it ensures all variables of cases are preselected against specific parameters (Marshall, 1996; O’Leary, 2004; Sandelowski, 2000). This project requires volunteers from specific change management activities within Defence. The public servants and military personnel of LSD who are users of CMT-L will form the volunteers of the stratified sample. Whilst LSD comprises of 84% public servants and 16% military the sampling will not be proportionate or disproportionate, instead the selection will be random within a given population. With such a low number of military personnel a proportionate sample may result in an underrepresentation of the military group. Patton (2002) best describes this approach as a holistic perspective, where a complex system and its interdependencies are the main focus of the research. Furthermore a holistic approach is not limited to a few variables in a cause and effect relationship instead this approach provides context of the social environment of the organisation exploring the complexities of the system which is greater than just its parts (Patton, 2002).

A stratified sampling technique provides the researcher with the data that explains how specific variables come together to support the objective. Each specific variable will be formed by a dyad of many volunteers and ensures no one group is over represented. Further dyads will be created as data is gathered and stratified into themes (Sandelowski,

2000). The use of demographics identifies the key variables required to identify a stratified purposeful sample, public servant or military, classification or rank. These dyads give rise to complexities, idiosyncrasies, nuances and interdependencies obtained through rich data (Patton, 2002).

The number of volunteers and the new themes identified in the data during interviews determined the gathering of data from interviews. Sandelowski (1995) intimated that researcher's normally have all their data in the first few pieces collected, but the researcher will continue to collect data until they are reassured that they cannot identify any new themes. Marshall (1996) describes the appropriate sample size as one that answers the research question adequately.

Sandelowski (1995) continues to explain that larger data samples of 50+ interviews makes it harder to find idiosyncrasies, diversity and variables in the data. As a qualitative researcher the intent is to identify incidents and experiences that create information rich data making the sampling purposeful. Whilst there can be a focus on minority groups this would not be representative of the workforce at LSD so random sampling is required and would provide no additional benefit to the research, instead it may impede the understanding of the data and make validation of the data difficult (Marshall, 1996). For this research, variables of rank, time in service, gender etc. were only be gathered as demographic data during interviews. These variables were not used to determine suitability to undertake interviews for this research.

For this reason data gathering was concluded at 22 participants as the identification of new themes, categories or explanations ceased to ensure richer data was obtained rather than generalising results. The personal characteristics of the participants will provide analytical importance when seeking themes in the narrative and to understand and validate the data.

3.7 DATA COLLECTION

For this study I interviewed 22 participants from LSD based in Melbourne. The participants include both public servants and military personnel working at Victoria Barracks Melbourne and Defence Plaza Melbourne. The participants have all been recently involved in change activities across the Division as a result of planned organisational change. The participants were selected for their knowledge and understanding of the change activities so as to provide a rich source of information that

will enhance and clarify the questions in this study. The interviews with employees were used to enrich the detailed information provided through document collection as part of the project created to deliver the change being studied. To prevent any bias all participants were volunteers and no individual was targeted for their demographics, role or rank/position. The purpose of interviewing employees was to gain insight into their specific experiences and multiple realities that provide a detailed perspective for each of the research questions through narratives. Additionally each volunteer completed a demographic profile to ensure the data was aligned with variables such as public servants or military, length of service, role and age. The data was examined and analysed retaining the participants and organisations language (Glesne, 2011).

Data collection is essential to conducting research. In this case, data collection is based on a single organisational change activity in LSD with the introduction of a new engineering database, CMT-L.

The LSD project was introduced in 2006 with a staggered approach commencing with government approval in 2001, endorsement of requirements in 2006. Figure 3.4 outlines the release strategy for CMT-L. Each year included yet another work package to improve the functionality, include more additional paper-based systems and the replacement of multiple legacy systems into one database. Subsequently there were major changes to various job roles over the staggered releases.

Figure 3.4 Configuration Management Tool – Land Release Strategy
(Thompson, 2012)

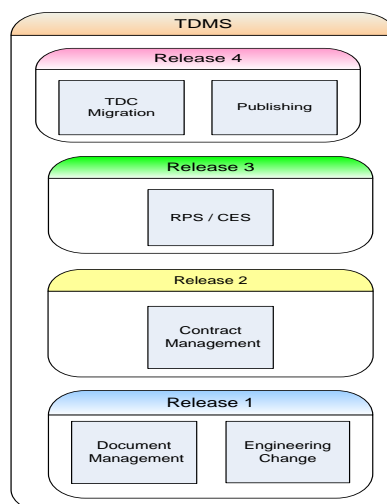


Figure 3.4 defines the four major releases defined below, it should be noted that smaller releases occurred during this time to improve functionality and user access. With each release there were updates to policy and procedures.

Release 1 – 2007 included some document management for Clothing SPO and engineering changes across the entire division, which directly impacted upon all engineers.

Release 2 – 2008 introduced contract management for the Overlander project. This had minimal impact on LSD as it was contained to a few staff within the project.

Release 3 – 2011 saw the inclusion of parts management, new publishing functionality and some reporting, which included the replacement of two legacy databases. This release impacted upon technical advisors and fleet managers.

Release 4 – 2012 encompassed all extant technical documents from legacy intranet sites and a new intranet site for the publishing of all technical data. This release affected all LSD staff, Army and any other Defence personnel who utilise land materiel.

Beyond Release 4 of CMT-L there have been annual enhancements to the database that have had a direct impact upon the CMT-L users in LSD. It is interesting to note that one of the constraints of the CMT-L project is that it was not funded to conduct business transformation/change management activities (Thompson, 2012).

The interviews took the form of a standardised open-ended interview (Patton, 2002). A set of carefully worded questions were developed which took the volunteers through the same journey ensuring consistency in approach. For further flexibility, in some instances, the required questions were reformulated for understanding and to create a natural conversation when the volunteer could not fully understand the question. For instance a volunteer could not define the meaning of the word culture, hence they were unable to answer the question. I then reformulated the question into language the volunteer could understand. This provided the additional information that allowed the volunteer to answer the question in a way they understood the information provided. This approach ensures that all volunteers have the same questions in the same order, have the same experience and same stimuli (Patton, 2002). As required further probing questions were asked when new topics of enquiry emerged. The flexibility of probing allowed volunteers to relay

particular circumstances that may have otherwise been constrained by the open-ended questions. Similarly probing allowed the volunteer to expand on general responses. Open-ended questions provide consistency and increase the ability to compare responses reducing bias amongst the interviews (Patton, 2002).

The 11 open-ended questions asked were structured to gain insight into the volunteer's knowledge, feelings and background. Additionally the volunteers were also able to convey behaviours and sensory data they had experienced during organisational change activities.

Demographic profiles were completed as part of a questionnaire (Appendix 2). Two profiles were developed to cater for the two different groups being interviewed. Standard background questions were included: age, occupation, rank/classification and time in position. This will assist in identifying relationships between the responses given by volunteers (Patton, 2002).

Additional data collection was obtained through the sourcing of documentation allowing for triangulation of data (Patton, 2002). Therefore the additional data provides a second source of truth and can confirm the authenticity of the interview data and minimise risk of incorrect data (O'Leary, 2004; O'Toole & Talbot, 2010). O'Toole and Talbot (2010) go on to say that the triangulation of data assists in gaining a deeper, richer insight into the researchers understanding of the phenomenon whilst maintaining rigor and complexity. The documentation will also reveal the link between dialogue and social reality and how this translates to the cultural lore (Hansen, 2006) and societal forces in which the culture exists. Data sources included policy, manuals, project documentation, historical documents relating to the organisations structure and external agency reviews. All documents sourced are readily available to Defence staff via the Defence intranet.

Each interview was recorded using a Livescribe Smart Pen. This allowed the conversation to be recorded and notes could be taken at the same time on one device. The benefit is no external power source is needed (12 hour battery life); recordings cannot be recorded over, no tapes required and clear digital audio. It provided me with the ability to tap anywhere on my notes and replay the corresponding audio creating an ease of access to the recordings which are also date and time stamped. The Livescribe pen provides wireless transfer of audio and notes providing easy access at any time. Like all electronic devices it

is username and password protected. Unlike tapes, the Livescribe audio can be bookmarked, replayed with varying speeds to allow more accurate transcribing of interviews. During the interview the volunteers were not focusing on a tape recorder sitting on a table, instead the recording function was built into the pen, which was being used to take notes. Whilst prior consent to record the interview was given, it no longer became the focal point of the room; instead it allowed the volunteer to focus on the conversation. It was mentioned by some of the volunteers that they had totally forgotten they were being recorded until I advised them at the end of the interview that I will turn off the recording.

3.7.1 INTERVIEW PROCESS

Prior to conducting any interviews to gather data, approval was sought from Head of LSD and Acting Assistant Secretary Land Engineering Agency. These authorities provided approval for military and public servant participation. All data collected had personal identifiers removed and replaced with a code. This data can be re-identified by the code assigned through the use of a master index; which contains the volunteers name and assigned code. The index is only available to the researcher and supervisor to ensure confidentiality and anonymity is maintained.

Interviews were conducted one-on-one, face-to-face to allow the volunteer the freedom to express their ideas and realities (Patton, 2002) providing the volunteer and researcher the ability build a relationship of trust and respect. Furthermore, Patton (2002) describes rapport as neutrality without any favour or disfavour for both the interviewee and the researcher. Sorrell and Redmond (1995) are like-minded in their approach explaining how volunteers can display strong emotions when a rapport is established between the researchers and volunteer. This was evident during two of the interviews conducted where the volunteers displayed deep feelings in response to some interview questions. These volunteers were given the chance to express their emotions through detailed explanations of their situations. It was important to provide the time and establish the trust required to allow the volunteer to respond, feel comfortable whilst retaining the intimacy of the situation (Sorrell & Redmond, 1995). As a researcher it is important to gain knowledge, experiences, feeling and attitudes of the volunteers. To quote O'Leary (2004):

An informal interview attempts to ignore the rules and roles associated with interviewing in an attempt to develop a rapport, gain trust and create more natural environment conducive to open and honest communication (p. 164).

Whilst the questions were formulated before the interviews commenced, they were scrutinised and checked the researcher's peers. I also conducted two pilot interviews with peers within the organisation (O'Leary, 2002; Sorrell & Redmond, 1995). These employees provided valuable feedback in relation to the pace of the interview, the flow of conversation and ensure the questions were clear and unambiguous. O'Leary (2002) supports this idea highlighting that pilot interviews allow the researcher to note any improvements or modifications required from feedback of the interviewees.

The primary data collection strategy was through one hour, semi structured interviews with volunteers. Interviews were carried out over a three-month period. The interview structure was based around Patton's (2002) interview guide, utilising a "standardised open-ended interview" (p. 349) approach. The volunteers selected interview dates, times and locations. The interview questions were designed to allow the volunteers the chance to express their feelings and opinions whilst providing their perceptions when exploring topics. Each interview commenced with an explanation of the research that outlined the aims and objectives of the project (O'Leary, 2004). Before continuing to the interview questions, the volunteers were provided a letter of introduction and demographic profile of nominal and ordinal data, which may provide further insight into dyads within identified themes (Sandelowski, 2000). The use of demographics identifies the key variables required to identify themes based on public servant or military, classification or rank.

As a prelude to the interview questions I confirmed with the volunteer that the responses to the questions were to be based around the introduction of CMT-L to LSD. I then provided the volunteer with a copy of the 11 questions to peruse and use as a memory jogger. Open-ended interview questions were defined prior to commencing. The interview questions were formed from ideas generated by previous readings. The language used in the questions was commonly used within the environment and acronyms were kept to a minimum to prevent confusion. Only one question at a time was verbally asked. After the final formal question was asked each volunteer was asked if they had any additional information to add (Patton, 2002). Most volunteers took this opportunity to

either re clarify previous discussion points or used this time to discuss their military service; current or past.

Following this process ensured clarity of the question due to single stimuli, the volunteer is not burdened with unnecessary information, provides the volunteer the opportunity to seek clarification if required and best utilises the time available (Patton, 2002). All interviews were recorded with the volunteer's approval and transcribed verbatim for their review and analysis.

3.7.2 DATA ANALYSIS

For this qualitative research, all interviews were electronically recorded and transcribed by the researcher. The transcripts were sent to participants by email to review the transcripts for accuracy and if required they could provide changes or clarification of information. This approach provided the inexperienced researcher with detailed notes without the concern for taking detailed notes during the interviews. The development of transcripts created an enduring source of data that could be revisited at any time during the process. Sorrell and Redmond (1995) explain how the interview is the most important part of the data collection and the recording prevents distraction for both the researcher and volunteers during the interview with transcription being undertaken after the interview was conducted. During the transcription of the interviews, themes were identified to generate a list of nodes to start the coding process. During coding additional themes were identified and additional nodes added to the enquiry.

QSR International are the developer and provider of NVivo for Mac Version: 11.1.1 (1551) (NVivo) and provide a trial copy of the database for researchers to undertake qualitative analyse their data (qsrinternational.com). NVivo software application was used to organise and structure electronic data gathered as a result of interviews. The transcripts were read line-by-line and coded by topics and sub topics associated with the interview questions. NVivo software is a data management tool that allows the researcher to easily extract data based on demographic data and identified themes. This data can be easily recalled and extracted using a list of variables based on the codes entered in to the software database. Additionally this allows the researcher to retain a rich source of information and keep the descriptive language of the interviewee including their social lens (Glense, 2011; Hansen, 2006; Sandelowski, 1995; Sorrell & Redmond, 1995). Emerging themes can be added to the analysis in the form of database nodes as data is

marked up and coded. The analysis of the text identified themes, plots and patterns as well as identifying dualities in the data defining what is good and bad in the culture of the organisation (Hansen, 2006). In this instance the sub code of positive and negative responses displayed inconsistencies in company lore and the beliefs of the participants. Without the social context of the story these dualities could be overlooked or responses to interview questions taken out of context and the social setting removed (Hansen, 2006).

Analysing the data provided the researcher with insight into developing themes whilst moving back and forwards through the data during transcribing and reviewing the interviews. Table 3.1 provides an overview of the data analysis showing how the researcher refined data analysis with subgroups across the data. As an example the nodes 'Formal and Informal' were applied to the upper level nodes of 'Culture, Training and Champions'.

Table 3.1 Coding Nodes (N=22)

APS	Champion	Communication
Culture	Define Change	Dependencies
Formal	Informal	Leaders
Military	Negative Response	Organisation
Personal Effect	Policy	Positive Response
Quotes	Training	

To strengthen the data analysis, demographic data was also collected. The demographic data in Appendix 2 was obtained from the completion of a data profile completed during the interview process. This data was then entered into NVivo and provided yet another source of information to manage and analyse the interview responses. Each participant was allocated a generic non-identifiable code. O'Leary (2004) supports the idea that each participant's confidentiality is retained and only the identifying data remains with the researcher. Without this confidentiality the participants would not be able to speak openly to the researcher and maintain a level of trust. The coding structure was simplified to allow the easy recognition of the participants for the two groups. Public servants are given identifiers from APS01 to AP13 and military personnel are allocated identifiers from MIL01 to MIL09. This code was allocated to the interview transcripts and the demographic data to ensure the correct data was aligned during analysis. Combined, the

interviews, coding of themes and demographic data provided the researcher with a structured way to manage data, provide a deeper level of analysis and reduce analysis time.

The researcher could now discover new connections within the data (Table 3.2). These connections provided the ability to extract data from interviews based on just demographic data or combining demographic data with nodes/themes from interview transcripts. To better understand the narrative, social action also needs to be analysed providing data based on society, organisation, group and individual (Hansen, 2006).

Table 3.2 Demographic Data (N=22)

Interview Code	Rank	Years in Current Position or Posting	Years in Defence	Biographical Data
APS01	APS6	1-5 years	20+	Public servant, previous full time Army member and current Reservist
APS02	APS5	1-5 years	1 to 5	Public servant, no previous or current military experience. Previously private sector employee.
APS03	APS6	1-5 years	20+	Public servant, previous full time Navy member
APS04	APS5	1-5 years	1 to 5	Public servant, no previous or current military experience. Previously private sector employee.
APS05	APS5	1-5 years	20+	Public servant, previous full time Air Force member
APS06	EL2	1-5 years	20+	Public servant, no previous or current military experience
APS07	EL1	6-10 years	20+	Public servant, no previous or current military experience
APS08	APS6	6-10 years	20+	Public servant, previous full time Army member
APS09	APS6	1-5 years	11 to 15	Public servant, no previous or current military experience
APS10	APS6	1-5 years	20+	Public servant, previous full time Army member and current Reservist
APS11	EL1	1-5 years	20+	Public servant, previous full time Army member and current Reservist
APS12	APS6	6-10 years	11 to 15	Public servant, no previous or current military experience
APS13	APS6	1-5 years	1 to 5	Public servant, no previous or current military experience
MIL01	MAJ	1 year	20+	Current Army member. Two previous postings to CASG (DMO)
MIL02	MAJ	3 years	20+	Current Army member.
MIL03	WO2	2 years	20+	Current Army member.
MIL04	MAJ	3 years	20+	Current Army member.
MIL05	WO1	5 years	20+	Current Army member.
MIL06	WO1	5 years	20+	Current Army member.
MIL07	WO2	5 years	20+	Current Army member.
MIL08	WO1	2 years	20+	Current Army member.
MIL09	WO2	4 years	20+	Previous full time Army member. Current full time active Reservist.

The combination of themes and demographics enables the social performances to be identified during the construction of the analysis. Table 3.3 provides a summary of the data in Table 3.2, which will enlighten the findings in Chapter 4.

Table 3.3 Summarised Demographic Data

Number of Participants	Total years in Defence	Defence Experience
6	20+	Current public servant with previous military experience
2	20+	Current public servant with no military experience
2	10 to 20	Current public servant with no military experience
3	up to 10	Current public servant with no military experience
9	20+	Current Military

Coding of data provides a conceptual relationship between each participant responses maintain the social construct of their experiences. The social contract includes specific conditions, interactions amongst the participants, strategies and resultant consequences of their actions (Watts, 2001).

NVivo functionality provides not only a place to manage and store data, it also creates an efficient way to retrieve data through exporting queries based on themes and demographics allowing analysis of data that would be difficult if it was undertaken manually. Additionally, NVivo contains a rigorous filing system that ensures that configuration management (version control) of the data is maintained.

Beyond data analysis of interviews, further correlation of data has been obtained through documentation. The documentation takes the form of policy, strategic plans, directives, project information, reviews and general human resource information which can be obtained from the Defence intranet.

3.8 METHOD

The aim of this research is to gain a better understanding of the culture of the public service and military personnel during the same change phenomenon. Core to this is identifying and understanding any interdependencies between the two cohorts based on the research question (Crotty, 1998). The interview questions are designed to provide the

participant the opportunity to share the narrative of their beliefs and actions within the social context of the work environment. Gaining the trust of the participant is paramount to constructing themes and relationships within the two groups.

To answer the research questions requires an understanding of the participant's individual subjective experience (Rafferty & Griffin, 2006). Crotty (1998) further defines how understanding can be gained through of language, communication, interrelationships and the organisation. Semi structured interviews will be the core research method and will provide the techniques required to undertake qualitative research. A series of in-depth, open-ended, semi-structured interviews (Baxter-Tomkins, 2011; Douglas, 2013; Lording, 2013; Pothan, 2013; Westlake, 2009) are planned with public servants and military personnel across a range of varying ranks and classifications within LSD. Like Douglas (2013) and Pothan (2013) participants will be selected through purposive sampling techniques.

The interview commenced with a demographics profile for initial data collection (Appendix 2). The demographic profile formed the basis of nominal and ordinal data that will be coded for analysis. Appendix 3 outlines the 11 open interview questions will form the basis of the in-depth, semi-structured interviews.

The interviewer will not be seeking specific answers to the questions, rather the participant will provide positive and negative experiences, what worked well and what didn't work well and provide their understanding of why the change occurred. The interview questions will provide insight into the perceptions, understandings and feelings that the participants have experienced during the organisational change (Cunningham & Kempling, 2009; Diefenbach, 2007). The interview questions should not change the participant's responses, instead through seeking further clarification to their responses, provide the participant the security to speak without being judged and perceptions to be gathered from those who have undergone change (Bryant & Stensaker, 2011). The research process will ensure specific activities are undertaken during interviews to confirm all ethical requirements are met. The interviews will build on the knowledge of previous studies whilst identifying commonality and variances between the two groups without excluding any variables.

The research methodology that supports the chosen theoretical perspective is ethnography.

Glesne (2011) describes ethnography as coming from “the Greek ethnos, meaning a people or cultural group, and graphic, meaning to describe” (p. 17). Ethnography has been selected as it forms the basis of the empirical data collected during interviews. Key to this research is understanding the differing cultures within DoD and the perspective and practices of the individuals within these cultures (Crotty, 1998). The understanding of culture is based on the participant’s customs, traditions and habits which create the source of behaviours, rules and instructions that are the social realities of the culture (Crotty, 1998). Particular importance is set on retaining the participant’s language (D’Ortenzio, 2012; Fetterman, 2010). This will ensure information is not ‘lost’, then the beliefs of the researcher will not influence the findings of the data obtained during the interviews. The ability to retain language ensures the culture of the organisation is retained and the researcher sees things from the perspective of the participant and describes the culture of the group (Crotty, 1998). Whether gaining meaning from within a group or from the needs of the individual, ethnography provides an anthropological approach that supports a sociological understanding of a culture and the history of the culture (Glesne, 2011).

3.9 CONCLUSION

This chapter provided an overview of the qualitative research method for this study. Detailed steps convey how the study will answer the research questions through scientific enquiry and methodological rigor. Additionally this chapter details my role in the study, basis for site selection, participant selection, data collection methods and access to the organisation. Beyond the initial two cohorts who were interviewed, a third group was identified who displayed unique cultural characteristics.

The next chapter presents the findings of the research. This section discusses how the introduction of CMT-L was accepted through the change management activity. Specifically the chapter provides the narratives of 22 participants, their experiences, motivations and an insight into interdependences.

Chapter 4: RESEARCH FINDINGS

This chapter is organised around the life cycle of the TDM project. The life cycle demonstrates how the narratives change during the initiation, implementation and completion of the TDM project. The data describes how motivation factors differ throughout the five plus years including an understanding of processes, challenges, ownership, job tasking and control. These factors translate to the effectiveness of the change activities.

This research presents the findings of the data obtained through 22 interviews with public servants and military personnel within LSD. The findings are relayed from the participant's narratives and researcher's analysis. It will illuminate how public servants and military personnel adapt to change under the same phenomenon drawing on the participant's experiences and perceptions whilst considering interdependencies between the two groups and the wider considerations for Defence. The information provided may give cause to question statements or give rise to disagreement to the participant's statements. This information is their experiences and perceptions of how organisational change is managed and the effects on motivation, culture and the relationships with the people they work with and the organisation. As stated in Chapter 2, this research seeks to identify how success, attitudes and change indicators need to be understood within the varying cultures of the organisation and how the presence or absence of motivation factors influence change acceptance using Herzberg's Two Factor theory. In addition this data provides interdependencies that exist between the different cohorts within the same organisation and how varying cultures develop interdependencies during change activities and in day-to-day work.

4.1 LIFE BEFORE CONFIGURATION MANAGEMENT TOOL LAND

Prior to 2007, LSD staff worked within a paper-based system to manage their data. Whilst the staff in each SPO thought they were unique, when CMT-L was introduced it was recognised that there was a high degree of commonality across all SPOs. The personalities and the background of the participants are important to the story of how LSD staff undertook their daily tasking before the introduction of CMT-L.

4.1.1 HISTORICAL SYSTEMS AND POLICY

Both the public servants and the military personnel tell the same story but their perspectives are quite different. For the long-term public servant the legacy paper-based system is seen as the ‘good old days’. Whilst the military personnel describe the same activities and their perspective is quite different. Generally public servants describe the legacy system as positive, whereas the military personnel generally describe the legacy process as negative. The effect upon the two groups is considerably different.

Consistently across the two groups half the participants described the paper-based system as having cabinets everywhere in the office to house documents and hundreds of folders. Instead the paper and folders were all over the place and not in the provided cabinets. Several staff that has been with Defence for more than 20 years explained how work was frequently unfinished with some files dating back to 2002. Upon posting to LSD one ex-military member, now public servant, described this as; “When I joined the DMO [Defence Materiel Organisation now known as Capability Acquisition and Sustainment Group (CASG)], on the window ledge where I sat in D block, there were a dozen folders with engineering changes, some of them had not been finished” (APS03). Other issues identified included; Files are hard to manage as there was no visibility of who had ownership and no way of identifying the progress. Many folders were found in the bin, hidden in draws or just lost resulting in duplication of files and data. One public servant (APS5) provided an example of how information was changed in a file after the data in the file had been signed and authorised. Instead of going back for approval the file continued around the office with a Post-It-Note® attached to a piece of paper containing the changes required. This was seen as standard practice within all SPOs and a way to decrease timeframes in a complex engineering system. This is where the similarities end.

Policy and standard operating procedures clearly defined the workflow an engineering change should follow as well as the technical authority signatories required to action the engineering change at each stage. Policy and directives formed the basis of the Technical Regulatory Framework (TRF) and ensured the technical integrity of capabilities, logistic support and operational effectiveness through the capability cycle of Land Materiel. Additionally, Technical Regulation of Army Materiel Manual Land (TRAMM-L) provided guidance on maintaining records, configuration management of equipment, documentation and audit requirements.

Public servants who had previously worked within the legacy paper-based system describe it as a far easier system to work with, things were simple and any one could action the work compared to CMT-L. There was one public servant who had been working for Defence for less than five years who explains how he continuously hears how good the old system was as it provided the public servants with the motivation factors of achievement and responsibility as they owned the processes and systems. The link is broken between knowledge and ownership (Briody et al., 2012; Bryant & Stensaker, 2011; Cunningham & Kempling, 2009; Diefenbach, 2007; Fernandez, 2006; Hall et al., 2003; Lu & Betts, 2011; Machin et al., 2009; McGuire et al., 2008; Pollock, 2011; Stummer & Zuchi, 2010). When the legacy process is described he is concerned that there was little rigour or accountability. Similarly, military personnel identified the systems as flawed and the legacy processes as not being beneficial to the soldier. For example, public servants see the lack of approval, not following delegations, no audit process, no reporting, and filling out forms as a far more effective way to do business. Specifically, public servants spoke about how they could get anyone to sign-off and approve their documentation. This was achieved by standing over the person and demanding it be signed without giving the authoriser time to review the documentation, instead they provided a quick verbal explanation. Walking files around the office to accelerate the process to ensure timeframes were met. Most of the evidence indicates that the power gained from the legacy processes provided a sense of power through status and responsibility as described in the Two Factor theory. A change to the processes developed would create a loss of control and empowerment over their own work (Nelson & Quick, 2010; Robbins et al., 2008). An APS5 ex-military, public servant who has been in Defence for over 20 years best described the legacy system. He states:

We had an old paper-based EC [Engineering Change] system that required hundreds of folders being sent around a [*sic*] bunch of people and to be signed off, also double-checking that data. It's very hard to manage and very hard to chase. No great workflow process, no way of knowing who's got what (APS05).

Consequently they could achieve approval prior to all work being completed or completing the work and sending the equipment and documentation out to the soldier without ever getting approval. Further motivation was achieved beyond the completion of the engineering paper work; the public servants would negate all responsibility if the task is with someone else. APS05 describes the process as being from the "18th century".

Relating to this, APS08 elaborated on the process justifying the completion that the job was with someone else so he no longer had any influence.

With different motivations, the military perspective this process was flawed. The military personnel could not see the rigour required to determine the suitability of the decisions made, the lack of structure and process was seen as contravening the policy set out in TRAMM-L and Standard Operating Procedures. The different processes between the SPOs made it harder to understand the systems as they were posted in and out of the LSD office environment.

The term ‘necessity is the mother of invention’ was true for LSD staff. Both military and public servants they both were actively engaged in developing processes and systems to manage the physical files that actively moved around the integrated office as they did not understand how to apply policy. Whilst the Public Servants motivation is derived from the ownership of process, McGuire (2002) identified that military motivation is achieved through commitment to providing their fellow members with the best equipment at the right time.

The short posting cycles of military personnel requires them to learn their role quickly. MIL03 explains; the forms used for Engineering Changes were complicated and unintuitive as a result cheat sheets were developed that took the form of “a list of instructions” which could be placed on the side of the desk and referred to as required. Indeed, informal processes were the key to maintaining systems in each SPO.

The ‘can do’ attitude of the military saw the creation of databases and the use of various Defence approved applications to better manage their files. MIL01 was struggling with the lack of visibility of work so he built a database that would track the file content, location and signatories. He continues to explain the issues associated with the implementation of his workflow database.

It’s really hard, change management, to get everyone on board with that; to actively check out the DRMS (Document Record Management System) folder, say [*sic*] I now have it, sign here, and to get [SPO] people to do it. Like the executive authorities, they don’t want anything to do with that stuff if they can avoid it. I felt the frustration [*sic*] trying to manage that within the SPO (MIL01).

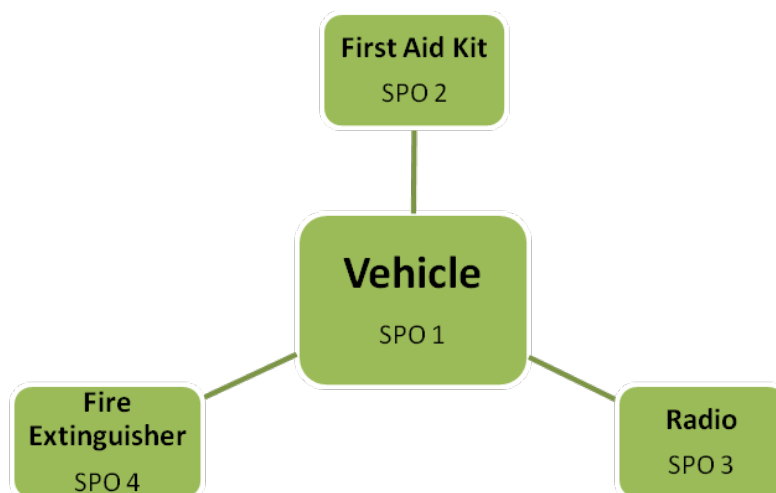
When the military member tried to create more efficient transparent systems the systems were not adopted creating frustration for the military member. The military personnel bring a wealth of knowledge to the integrated office environment acquired from 20 plus years of positing to various locations. The long-term public servant stays steadfast in a legacy system they developed themselves and is non-compliant with policy. The creation of a new database resulted in a loss of control and autonomy for public servants due to limited commitment and investment (Choi & Ruona, 2011). This also created a roadblock in their informal systems designed to circumvent process.

For these public servants, Herzberg provided a perfect snap shot of the motivational factors needed for public servants to display motivation characteristics required to achieve excellence and maintain a strong can do culture (Nelson & Quick, 2010).

4.1.2 WORKING IN SILOS

Covey (2006) and Diefenbach (2007) acknowledge the behaviours and attitudes aligned with the control of systems, in the public service culture. In response this creates the silo affect and in turn undermines the dependencies required to achieve the organisational goals. For instance an ex-military, public servant (APS08) discussed the lack of organisational maturity. Crucial to managing equipment is to understand the interoperability between SPOs (Figure 4.1). Whilst the vehicle is managed in one SPO, the first-aid kit mounted inside the vehicle is managed in another SPO and the fire extinguisher is managed in yet another SPO (MIL09).

Figure 4.1 Interoperability between SPO's



In another example, APS06 provided evidence of how crucial it is to have an interface between SPOs when managing equipment. Whilst on deployment one unit required additional equipment for their vehicle, as the baseline of the vehicle had not been managed correctly the newly purchased equipment did not fit the vehicle. There had been no discussion between SPOs who were providing further equipment for the vehicle. He continues to explain how this was very common in the late 1990's – early 2000's. Due to the silo processes, all interested parties were not consulted resulting in expensive purchases that could to be used or ineffective equipment provided to the soldier.

Each SPO adopted different processes even though they were undertaking the same function. Most SPOs saw them self as unique and had set up databases and processes specifically to meet their own personal needs. For the military personnel this created frustration as they posted in and out of LSD. The lack of consistency created steep learning curves and considerable frustration when trying to adapt to the processes based on their previous experience.

4.2 THE TDM PROJECT

As discussed in the introduction (Chapter 1), the TDM project was introduced to LSD in 2008. Land Engineering Agency is responsible for the introduction and sustainment of CMT-L, to this end the Technical Data Management Project was set up in the Technical Data Management Centre (TDMC) now know as Configuration Management Centre (CMC). The project team consisted of; project director, project manager, project management officer, communications and change management lead.

Integral to the project is the incorporation of policy related to engineering and technical data management. The overarching policy and procedures will now be realised as a single consolidated process applied across all SPOs and LSD projects. No longer would there be multiple unique processes and haphazard approaches. Business process alignment is critical to the success of the TDM project as it provides consistent governance and standardisation across the organisation.

To support the change a large cultural shift was required, Covey (2006) explains transition needs to include how the public servant can identify ways to create ownership of the new processes. As part of the change strategy the project identified risks with the

cultural change required to implement Teamcenter. Across all SPOs and projects, the risks identified had either a high or medium impact. These risks included:

- Business process and rules;
- Skills and knowledge;
- Communication;
- Behaviour; and
- Technology.

The TDM project adopted several strategies based on stakeholder's communication preferences, past experiences with change and perceived levels of impact. Similarly, McGuire (2002) noted that significant effort is required to engage stakeholders in order to build commitment and reduce resistance. Even though the TDM project had a strong focus on change management it did not include training, instead the project manager was required to oversee any training needs, curriculum and tools required to implement the TDM project effectively. The project team was also mindful of the detrimental effect on change acceptance with the extended timeframe required to undertake the incremental changes between 2008 and 2012. The presence of motivation factors, required reinforcing the change and culture, have been constantly decreasing as the change activity has been carried out over an extended period. In support, Applebaum et al. (2012) states that, without the sense of urgency to motivate the team staff will be devoid of the vision required to maintain momentum.

4.3 ENACTMENT OF CONFIGURATION MANAGEMENT TOOL LAND

Various researchers have provided consistent evidence on how the presence of hygiene factors negatively impact upon change acceptance. Insufficient information exists about how the absence of motivation factors impact upon acceptance to change. This chapter provides unique evidence of how the absence of motivation factors leads to negative impact upon organisational change.

4.3.1 CHANGE DEFINITIONS

For most public servants interviewed, change activities commence when there is communication through email or an information session for others they had information provided by their supervisor/chain of command or advise from their CMT-L support person. For APS01 their experience differed depending on which release was discussed. As part of the initial working groups for Release 1 and 2, APS01 was involved in much of the projects discussions and activities prior to the formal release of the IT system. He describes it as “being intimate with what was [*sic*] going on” (APS01). This intimacy with the change activities provided APS01 with motivation associated with growth, recognition and ownership to assist with acceptance of change (Bolino, et al., 2002 & Hansen, 2006). APS02, ASP06, APS09 defined the change as commencing with a request to address an issue with the IT system. APS13 was the only public servant who described change as necessary for continuous improvement. It is interesting to note that APS13 was the youngest participant and has been employed by Defence for less than 5 years.

There is a common groupthink amongst the public servants that is displayed in consistent cultural behaviours during change. All public servants agreed that change was completed once the upgrade to CMT-L was installed and they are physically using the new environment. For many public servants there was no clear end to change activities, it just ‘peters off’. This created a lack of urgency to maintain momentum and motivate staff (Kotter & Rathgeb, 2006 & Applebaum et al., 2012). Examples given include:

- I see this is still evolving so I don’t know when there is going to be an end (APS03).
- I don't think change really ever ends...it is still going. There are people still learning and developing and getting up to speed on what has been officially released (APS07).
- The change ... is an ongoing upgrade process where things are re-evaluated constantly (APS12).

Likewise military personnel identify change in the same way as the public servants. On the whole the military personnel spoke of receiving a notification and subsequent information session and if required more training. Most military personnel also focused

on the additional work that goes on behind the scenes, whether it is before the change is implemented or after it is completed from a users perspective. MIL02 described the completion as drawing a line in the sand, but that could vary depending on the person's role in the incremental change process.

Whilst both groups saw the implementation of the IT system as the completion of the formal change they also agreed that the upgrade was just the start of change. Military personnel best describe this as:

- Normally it is when you are put outside your comfort zone, which is when it starts. I can feel it ends when you have come to terms with not feeling uncomfortable any more (MIL03).
- They [change] peter out; new change comes in over the top and absorbs the previous initiative into it (MIL04).

4.3.2 DEFINING CULTURAL IDENTITY

There was a common consensus amongst military personnel that they are not resistant to change. The military personnel describe this as just getting on with it and they can see the long-term benefits to the organisation. As described by Bolino et al (2002), this groupthink demonstrates a commitment to the organisation where individuals fore go their own interests. For the military, change was less of an issue. Specific examples include:

- I am objective in my approach and don't take things personally. Sometimes I will say I'm getting paid to do the job and I will just do that job even if I disagree with the way I've been told to do it. It's the tool I've been told to use (MIL01).
- By virtue of the fact that I have been in the Army (24 years) and the way my career has evolved it has been a real enduring factor of my life and I have always been pretty comfortable with it, I just roll with it (MIL02).
- I am quite positive to change. I can see the benefits. Anything that benefits your organisation is good (MIL08).

MIL09 is no longer a full-time military member he is not a public servant. He works at

LSD as a full time Army Reservist. He has been a permanent military member for over 20 years and in his Reserve role still displays a synthesis equivalent to his permanent military counterparts. Whilst he works in the integrated environment longer than a normal posting cycle of three years he states he is positive about change. “I get on with it. It is what it is. My only negative thought is how much time do I have [*sic*] to invest to re-learn something” (MIL09).

The culture of public servants and military personnel is vastly different when talking to each group. Bolino et al. (2002) writes that the societal force’s associated change demonstrates commitment to the organisation. In this instance the common groupthink amongst long-term public servants displayed is consistent negative cultural behaviours during change and a demonstrated commitment to the legacy culture through the reinforcement of legacy systems.

APS02 and APS04, who have been in the public service for less than five years, have witnessed across the longer serving public servants, the informal systems, beliefs and attitudes that do not support change. They explain how public servants are naturally resistant to change when they are taken out of their comfort zone. In some SPOs the personnel just want to go back to the old paper-based systems, they just want to find things wrong with CMT-L so they don’t have to use it. The legacy systems provide motivation through the ownership and control of processes (Maidani, 1991, Nelson & Quick, 2010 and Sanjeev & Surya, 2016) that cannot be found in the new systems.

Whilst not stated overtly, teamwork is not core to the public servant’s culture. Some staff disliked change so much they just seem to fight every bit of change that comes along. Sub-groups are trying to hold back processes and don’t want to have access to the IT system so that makes it harder to get things done. Long-term public servants have developed a culture that allows them hold on to the motivation factors found in legacy processes and work. This provides the independence and responsibility that have been removed by the TDM project (Robbins et al., 2008). By way of illustration:

- “It comes down to the olds and bolds because we have done something a certain way for so long. Even your daily outlook says you have to do a job a certain way. My experience over the years is that people are generally resistant to change because they don’t like the change because [*sic*] they see the impact on the day-to-

day work and in some cases you have to re-learn a new process again and find a different way of doing things” (APS01).

- “(They) get set in their ways [if they] have been in the job too long. If you don’t change that outlook from day one, they will generally be the ones that are resistant to change” (APS01).

Six ex-military long-term public servants were interviewed for this research. Each of these public servants still strongly aligns themselves with their previous roles in the military, however four displayed a culture aligned with change resistant long-term public servants. When further questioned about their acceptance of change only APS01 and APS03 still demonstrate a strong military belief. As an example:

- “I have to align to the way we do business now. To the way I do my day-to-day job” (APS01).
- “I have been out of the Navy longer than I have been in it but I still consider myself Navy. The military people still have that discipline and work ethic that will support change. The military background prepares some [*sic*] for change more than others” (APS03).

The role of the military Reservist has also been taken into account. APS01, APS10 and APS11 are all ex-military and are engaged as Reservists for DoD and, as discussed earlier, APS10 and APS11 as long-term public servants still align themselves with the military but display resistance like other public servants. Further examination of their paradigm will be discussed in Chapter 5.

As described earlier, public servants with less than five years in the public service are open to change and embrace the potential improvements and challenges. Public servants with approximately 10 years working for LSD, describe how they are still accepting of change. APS09 states he “looks on the positive side” but feels negative when the changes are political and finds it hard to actually complete his job. Likewise APS12 is happy with change but clarifies the difficulties associated with long-term public servants culture and those who withhold information that would benefit others. This is an attempt to retain the intrinsic motivation found in the job content of legacy systems (Bartol, Tein, Matthews & Sharma, 2008).

Especially significant is the long-term public servant (20+ years in Defence), whether they are ex-military or not, did not describe the same level of change acceptance. APS08 supports Bartol et al., (2008) stating he is “conservative in my regard to change. I expect that in a relatively mature organisation (or world) anything we decide to change should be questioned as to how we have got this far without it and what are we giving away to introduce the change” (APS08).

Public servant’s levels of acceptance to change were low if they had been in Defence for more than 20 years. The long-term public servants interviewed have been in their current position of less than 5 years due to an organisational restructure two years ago, but they have been undertaking the same role for many more years.

4.3.3 DEFINING LEADERSHIP AND CHAMPIONS

Various participants have identified how champions are more beneficial to change acceptance rather than their manager. Moreover participants described how informal champions are far more effective than those that have been formally appointed as champions for change. The TDM project formally appointed champions (known as Points of Contact) to assist with change management activities. Across the research participants they saw no benefit in the formal champions, as they did not provide motivation through transformational leadership. As described by Beer and Nohria (2000), supervisors created a virus of resistance that fed the pool of negativity amongst long-term public servants. Subsequently, the reinforcement of positive behaviours that would promote motivation through psychological growth was absent limiting personal and organisational growth (Nelson & Quick, 2010). Leaders in LSD were seen as resistant to change or did not provide support to their staff.

- I would say they [leaders] were resistant to change, but in some cases there hasn’t been the support there for us to do our job and go and learn the courses. It is easier for them to brush it off and say get on with it, you’ll be right. That is probably the biggest thing I find. It is not an overall in your face objection; it’s inaction (APS01).
- My boss basically says it’s in, it’s there, you’ve got to use it...get in and do your job. He tells you that’s what you get paid to do, so you go ahead and do it (APS03).

- Managers are part of the resistance to change, it is being imposed externally and they are not the process owners (MIL04).

These behaviours reinforce a negative groupthink that does not demonstrate commitment to the organisational change. The only participant who identified a positive leader was MIL09 due to the leader's ability to explain things, understand the change and can answer any questions. The leader has had a calming effect upon the military personnel and takes the time to listen without any swearing, cursing, winging or frustration.

Two military personnel provided comparisons between the bureaucratic structure of the public service and command and control structure of the military. They explained that in a military unit the response from leaders would be different to public servant leaders. Leaders in the public service are seen as bureaucratic and won't make decisions. To adapt to the differing leadership styles between the public servants and military, MIL01 compares his public servant boss to his own military style leadership. The public servant boss gives MIL01 autonomy and allows him to set his own priorities. MIL01 receives very little direction. In contrast MIL01 "endeavors to give good strong direction to my guys" through regular production style meetings where they can discuss issues and priorities. MIL01 states, "the way I manage is very different to the way I am being managed. I think that's my military background that I do things differently. It is because of my skills." (MIL01). He continues to explain that his communication needs to be direct to ensure the team's efforts are aligned to, and meet organisational efforts.

APS05 narrative supports Choi & Ruona (2011), he explains that middle management is resistant to change as a result of possible loss of power and that leaders should be either above or below middle management. Relating to this, Nelson & Quick (2010) identified that supervision is an important motivation factor in New Zealand. This research supports these findings that supervision is a motivator and not a hygiene factor. The lack of leadership from supervisors and managers did not create dissatisfaction; instead it created a lack of motivation to achieve cultural change in line with the organisational objectives. In support of this Nelson & Quick (2010) & Robbins et al. (2008) identified how Herzberg's Two Factor theory demonstrates how motivation factors provides ownership over organisational processes and paves a road where change is supported through the presence of motivation factors.

Champions were identified as motivators rather than managers. Champions have been defined by their ability to convey the potential benefits, share knowledge and experiences, demonstrate teamwork, provide support and show commitment to the change. The true leader displays new behaviours in line with the new culture and created societal forces required for effective change. Public servants elaborated with:

- Champions can be self-imposed. I think people can run with the process to drive change to help people go through the process. I don't think you need to be elected as a change person. It sometimes backfires and the people that get elected, like a point of contact, seem to be at the wrong level. They are that middle management level (EL1 – EL2) (APS05).
- He would deal with resistance by putting a good positive spin on it, maintain the company line and show good leadership. Not by the way he preaches but by the way he gets the job done. He is a positive light, someone who is a good operator. They become champions by their effectiveness. (APS08).

Some participants identified themselves as champions for change. Generally they have taken on a positive attitude, demonstrate commitment, have changed their behaviour and taken the time to learn the benefits of the changes:

- I make sure that everybody in my work area is on board with all the changes. I make sure they attend information sessions. I champion the change by using it and embracing it. It doesn't necessarily follow the subtle approach (APS03).
- It's me. It's as simple as that. I will walk them through the change and that's how it happened. I have no preconceived ideas on what CMT-L was when I first joined DMO 3 ½ years ago (APS04).
- I would say it would be the personnel who have been in the system for less than 10 years. They are always looking for a greater change and a greater challenge I suppose (APS11).

Military personnel identified public servants as the custodians of the systems and the champion is formally appointed. MIL01 explains if you appoint the wrong person then you're stuffed. Only a few people are inherently champions for change or are good at

selling the message or motivating others and most people aren't I think.

The role of the CMC on site support personnel was specifically designed to assist CMT-L users with day to day use of the IT system. Beyond that role CMT-L users refer to the on site support team as champions due to their intimate knowledge of the system, ability to share information, provide specialist support with a focus on innovation and process improvement and demonstrate a positive attitude that aligns with the new organisational culture validating McGuire (2002) findings. Since the standing up of the on site support team three years ago there has been an increase in the motivation factors that support change. This been demonstrated by the following comments:

- XX was the face from my point of view he stood up in front of the group and explained it very well. He was able to answer difficult questions and you always get people in the audience attempting to make it look bad through a series of questions (MIL01).
- The CMC team as a whole, they have made the transition pretty cool over the years. The Senior Technical Manager he is a real champion for change. He is positive; he keeps a positive swing on it without being in your face about it (MIL09).

The CMC on site support and their manager are seen as champions but it is also noted that they are just doing their job. The CMC team have systems knowledge but also have a grasp on the roles of the users and their requirements within the system and how policy is applied.

4.3.4 DEFINING COMMUNICATION

As stated in Chapter 2.2 this research highlights how formal and informal communication has a direct impact upon the culture of the organisation during organisational change. This chapter will provide narratives that describe how communication will directly influence the presence or absence of motivation factors.

Verbal communication was a focal point of all participants. They defined good communication as:

- During information sessions there a few negative people coming up with

ridiculous comments and I think from that point of view it was handled very well. But rather than being defensive it was tending to be more explanatory. It was a more proactive approach and explaining things. It was stopping things from coming in from left of field (APS02).

- From the start you had [*sic*] to have a fairly heavy communication campaign to alert users of how things were going to change, alert people that you may need to think about your current work, your current resource and whether you need to increase resources to capture the change (APS05).
- What changes are implemented? We would go to a number of seminars to advise us of how change is going to affect us and what is going to be the working model. CMC staff was [*sic*] giving a greater emphasis on interacting with the stakeholders. CMC staff engaged with the stakeholders out in the field so that [everyone] could gain a better understanding of each other's issues/demands (APS12).
- The last CMT-L rollout is [*sic*] probably the most, transparent change I have seen this year. We are going to change, we have informed you about the change, here is the change. Change has happened you know you are on a change journey (MIL01).

Public servants spoke of how the managers lacked the commitment and transformational leadership required to share knowledge, subsequently there was little support to developing a new culture and behaviours. Participant's defined bad communication as:

- I am only hearing, by word of mouth, what it's going to include. There was a lot of resistance perhaps because it was due to not a lot [*sic*] of information about what the change was going to be. (APS03).
- A lot of people put time and effort into communicating what was happening, I don't think they really provided enough lower level detail to say this is what your day-to-day work will look like (APS05).
- There is an old expression I have seen and that is 'Power is Knowledge'. I have been in situations where people deliberately did not pass on information because it makes them look good (APS10).
- From my own perspective, because it wasn't clear because it wasn't sold well

because it wasn't explained well I didn't understand [*sic*]. XX told me I need to do this and dictating to everybody, he is not a collaborative decision maker, he's not open-minded and he does not listen (MIL02).

Initial communication for change from the TDM project was in the form of directives, policy, standard operating procedures and bench level instructions. To support this APS06, APS10, MIL02 and MIL04 explain how change is communicated from the top down. It was agreed by many participants that policy was the driver for the changes implemented by CMT-L. Further clarification was provided in these statements:

- If there is a need to do something, it is instigated by what we call configuration control process by and EC (which is defined in policy). There was [*sic*] little control on what people did. Now CMT-L effectively changes that situation. There is a key and a lock and the key is Engineering Change Process (APS06).
- I came in just as the TRAMM-L came in [*sic*] the first time and people were not quite sure of what engineering level they were and they were still signing outside of their delegation (MIL01).

A common theme to resistance was the behaviour of the public servants. They were seen to display actions like: giving the presenters a hard time, disrupting other peoples day, making ridiculous comments, blaming others for errors, and complaining that the training does not suit them. Participants cited that public servants reluctance was founded on the inability to adapt to the new IT system stating it's not intuitive, hard to learn, clunky because its not windows based, an unfriendly user interface, cant see the link to the paper-based systems, doesn't provide data, it's a burden and it lowers morale. In one SPO a pack mentality was described where one person is resisting others will follow as the resistance gains momentum (APS10). This form of groupthink created a societal force where the negative culture is reinforced through informal systems. The groupthink became part of the informal communication process where the display of behaviours was designed to create a roadblock and circumvent processes and not in line with the One Defence behaviours (First Principles Review, 2015).

With the initial CMT-L project many public servants were involved as part of the working groups that provided information and feedback on the proposed changes, they also attended briefings on the pending changes. With this level of involvement the public

servants had sufficient communication to understand the pending changes (APS01). As the need for working groups decreased through the life of the project the public servants became less intimate with the changes. Instead the onus is now on the public servant to respond to communications and take carriage of change activities. APS01 discusses how some technical staff were given the information from the project to share, but it was not communicated to the SPO staff. Without this flow of communication there is no opportunity to develop rapport and trust (Crotty, 1998; McGuire, 2002; O'Leary, 2004).

In 2013 at the closure of the project, CMC took over the change activities.

Communication was provided in the form of emails, newsletters and information sessions from on site support staff. The on site support team provided a central location for all systems issues and would convey these to the users through informal discussions.

Communication provided through the CMC support staff is seen as the most positive form of communication during upgrades to CMT-L. The users have developed a rapport with the CMC team. Further to this the participants also require an understanding of the impact of the change on their work. If this is not communicated clearly there was a higher level of resistance experienced. MIL08 indicates that most things are implemented with enough information being disseminated to the users. Today the emphasis is on the public servants and military taking responsibility for their own level of knowledge. Formal communication is provided and the individual's commitment to change through self-motivation to take carriage of the information, transfer knowledge and develop new cultural norms. Whether people choose to read the communication that is provided to them and go to the information sessions is up to them. This is evident with the response from APS02 who criticised the communication, as he was not aware of any communication. He believes it happened 'by osmosis'. Whilst the majority of participants spoke of communication through email and information sessions APS02 did not see the correspondence even though emails are sent to all public servants and military personnel who have a CMT-L log on.

The most damning response was from MIL02 who had experienced bad communication from a public servant who was dictating how the change was going to affect the military personnel. MIL02 found the encounter rude and disrespectful, as the person communicating was not listening to the concerns MIL02 was trying to raise. This is an

isolated case with regards to this research; no one else experienced the same lack of collaborative approach in communication.

Varying communication styles did not suit all public servants and there was a lack of commitment to seeking information. APS04 spoke of his dissatisfaction when the screen colour had changed and he had no idea what had happened. Unlike the other participants, APS04 seen the email communications but had not displayed the commitment to read the emails and attend the information sessions.

4.3.5 DEFINING PERSONAL EFFECT/ORGANISATIONAL EFFECT

Herzberg Two Factor theory demonstrates the link between motivation and the direct job attitudes and productivity of staff and the subsequent impact upon the organisation. The absence of motivation Factors does not create dissatisfaction, instead staff are neither satisfied nor dissatisfied. This chapter will demonstrate how the lack of motivation factors impacts upon the organisations culture. Even though there is a negative impact upon culture for the long-term public servant there is minimal impact upon the desire to support the organisation. This chapter provides the first glimpse into the dual culture held by ex military long-term public servants. They are firmly placed in the APS culture but also easily align with the culture associated with McGuire's (2002) Army Change Model. The narrative describes how these public servants can shift between the two cultures as they seek motivation.

All participants agree they need to see the benefits of change to help them better adapt to, and adopt the new systems and processes. Communication and leadership also played a significant role in the ability to adapt to change. Every participant interviewed commented on the benefits of having people whose sole purpose was to provide systems support for the day-to-day users as well as for complex issues. Their role creates a link between the IT system and the user's daily roles.

Whilst the CMC on site support team provides the conduit between legacy and current systems the length of service in DoD drives the public servants level of acceptance. Table 4.1 displays the responses based on how length of service will affect the public servants ability to accept change. A greater negative attitude is displayed the longer a public servant is with DoD. On the other hand, Table 4.2 shows there is little difference when discussing how change will effect the organisation. This is driven by the long-term public

servants who have previously been employed in the military. The differing responses highlights the paradigm of the militacratia staff who are living in two worlds and are still strongly aligned with their traditional military roles.

Table 4.1 Public Servants: Length of Service = Personal Effect

1 – 5 Years in Defence	
APS02	Over time it will actually save time in the electronic sign offs and stuff like that compared to the manual passing around of files. It took a lot more time to do things when we initially started. At the start the resources to come and help you are [sic] stretched further because everybody is looking for that same help at the same time.
APS04	We had to go manually change things and that was just a pain in the ass. The upcoming upgrade should make life easier. The biggest and best change for me has been the [Configuration Item] tree. We were operating without a tree to begin with.
APS13	It changed the workflow and it takes a little while to work out are you in the change. Then very quickly once you understand the changes it is easy and it becomes the norm. I guess efficiency is what I really see I don't see anything else.
11-15 Years in Defence	
APS09	For my work it would be just that, learning new material would be the basis of it. Work wise not much extra work comes [sic] in after learning and writing it or writing any documents that we require.
APS12	The effect of Release 3 was [sic] everything moved into an electronic form it was a hasty release, the changes are still ongoing, [sic] are being implemented because the extent of [sic] workflow was not really [sic] realised at that particular point in time.
20+ Years in Defence	
APS01	It means learning the system all over again, attending courses. I had no idea with most of these changes what impact it was going to have on my day-to-day job prior to the release. What we thought we knew prior to the release had changed because of some glitches and bugs whatever [sic]. Probably the biggest thing I see is the resource side of it. Particularly the system itself, in some respects [sic] has introduced more work into a process that we were traditionally used to.
APS05	Once we got into it we realise there is a lot more day-to-day tasking that we need to do that we didn't have in the past. Stakeholders like for CMT-L again, is another good example because we were told this would change our business and it has.
APS07	Every time I get something sent to me, because I don't use it very often, I need to get someone to sit next to me to help me work through it, because it's just not intuitive at all.
APS08	I can go and have a look and see what is related to what and I can make sense of that. I rely primarily on practice for a better understanding, which will come after I have a go. I can't see a great impact with the current change other than hopefully it will streamline a few other things slightly. These have been working well enough, for the want a better description, but we are still working through the practicalities; we understand how to do it, but we are still developing our application.
APS10	By change of workload, change of work, a form of work may be taken of me or [sic] might inherit other task I normally or previously was not doing. And also [sic] change in procedures, if the way of doing something has changed.

Table 4.2 Public Servants: Length of Service = Organisational Effect

1 – 5 Years in Defence	
APS02	My role has changed to integrate probably [sic] two rolls into one. Over time it has changed the internal way we do things within the fleet by just changing the internal processes and stuff. That changed things dramatically. This gives us much [sic] more visibility and also gives much more [sic] better recordkeeping.
APS04	The change means that we are following the change to the vehicle, we have recorded [sic] and it's locked in. The CI [sic] tree is the best way of keeping the change recorded so if we do change the vehicle physically we have an electronic copy and electronic version. We are following the real vehicle version [sic]; it's not pie in the sky. Everything is recorded and it has a history. CMT-L introduced discipline into the system and people [sic] and that's the biggest thing it has done over other space [sic].
APS13	With the current tools, CMT-L, the change is changing [sic] and improving the efficiency of our work. We are cutting down on steps and processes, making it automated. So the structure and systems changes that are decided at a higher level are to benefit the organisation as a whole. Sometimes the lower level people can't see that the structural and system changes will happen regardless of what happens at the lower level.
11-15 Years in Defence	
APS09	Further information is being gathered which can be used for IT ad hoc reporting and any information that is placed in a database can be retrieved easily. There is additional functionality added to the tool, which then makes other aspects of the business move into IT. Such as forms, the recent functionality, like CCJoS.
APS12	There has been a structural change in the organisation where a number of key staff have had their work duties changed so we have a better system flow, business model. But that's mainly from the administrative point of view. As far as the workers are concerned most of it stayed the same, very little change. Most of the paper-based trail went missing at one time or another through the EC process. Implementation of CMT-L gives us the traceability, repository for documents and able to [sic] see the benefits of what we have done in the past.
20+ Years in Defence	
APS01	Ideally the change will benefit the organisation will [sic] be a progressive change not a regressive change. My boss and I had a discussion just the other day about potential [sic] realignment of job responsibilities.
APS03	It does affect the workplace but in this case it's been a good change. My boss have visibility of it and he checks every now and then how it is progressing, in the old system you had a paper-based copy and if you slipped it into your bottom draw that's where it stayed. Structures and the standard operating procedures within the division have been change.
APS05	We have more control over those [sic] processes, so you feel like you have much more control over the outputs. I think that works better in the long run because you don't get stuck by having external agencies always controlling your destiny. I guess what it has done is that it has given the SPO and the branch an opportunity to see how much work is involved, to see what types of changes there are and to identify bottlenecks in the system. I think from that, it is given us a way of tracking and providing some sort of audit trail of how the whole process works. From a branch perspective it gives you an idea of the overall workload and how we can drive further changes to try to minimize that lag time.

Table 4.2 Public Servants: Length of Service = Organisational Effect (Continued)

20+ Years in Defence (continued)	
APS07	If you need somebody else I would need to pull somebody out of [sic] support area to come and support them and help the user. There is a time, cost and efficiency issue and impediment there.
APS10	Also another good physical change was moving from Bourke St [Melbourne] to here [Victoria Barracks Melbourne]. There are users all around the country, but there are a hell of a lot of users in this barracks. I like it because I like the face to face.
APS11	The main benefit is processing time. Engineering change will be quicker there [sic] for the whole organisation should be faster. There is a massive difference between the old system and the new system. CMT-L holds all the objective quality evidence where the old paper-based system didn't.

The effect of change for military personnel is defined by their time posted to LSD. There is a common consensus across military personnel interviewed that the changes impact upon the higher level processes across the organisation with modernising technologies, improving policy and access to documentation. At a working level very few military personal understood the impact upon the individual's day-to-day work (MIL02). Like the public servants, the military personnel saw the organisation benefits with the creation of a support team for CMT-L (MIL04). MIL01 and MIL04 provided the greatest insight to effects on the individual and organisation as they have been posted to LSD on several occasions. Their primary focus is on the effect to the organisation rather than the individual. They see the changes introduced with CMT-L as:

- Training required for posting,
- Focusing on the desired outcome for the organisation through improvements and modernisation,
- Improved efficiencies for LSD and units/soldier using the equipment and technical data,
- Align process with policy and TRF.

When comparing public servants and military personnel APS02, APS13 and MIL01 describe military members as more proactive in their approach. The military personnel's background prepares them better for changes, they listen to orders and they have no

choice. APS13 explains the comparison between long-term public servants and military personnel, “In the working life if you stand on a high level you can say that the military member is more accepting of change because they almost have no choice. They were brought on to listen to orders. Each time someone listens to someone different, as long as it comes from the right level they are perfectly happy to do it. They will just do it. Whereas APS members will whinge and cry and talk to the union” (APS13).

When looking at the effect of change on the organisation or the individual four participants (APS03, APS10, APS11 and MIL04) cited Dr Gumley, the former Chief Executive Officer DMO. Upon his appointment to the position his mantra was “Change is Goodness”. This mantra has filtered through the organisation to the lowest levels and is a common term in the vocabulary. For APS03 and MIL04 this phrase conjures up a positive experience but for APS10 and APS11, change is seen as negative and they disagree with some decisions made within the business.

Once again it was noted that the influence of an individual had a great effect upon the others. Collectively all participants held strong beliefs in supporting the organisation. The difference was in how they demonstrated their support. Support was either aligned with legacy processes that they believed would out ‘last the test of time’ due to their ownership of the systems. For others organisational support was in the process of moving forward and exploring how change was going to be a benefit to themselves and the organisation.

4.3.6 DEFINING DEPENDENCIES

The dependencies between public servants and military personnel are driven by the different motivations and organisational cultures. The different groups are required to work together to meet the organisational objectives. A common understanding of supporting the organisation from differing perspectives drives the dependencies between public servants and military personnel.

Military personnel recognised that they rely on the public servants to assist them in using CMT-L. The public servants are seen as the keeper of the processes and systems and provide support to the military personnel who don’t have the exposure and time to gain a deeper understanding of CMT-L.

The following discussions will examine the dependencies between public servants and

military personnel:

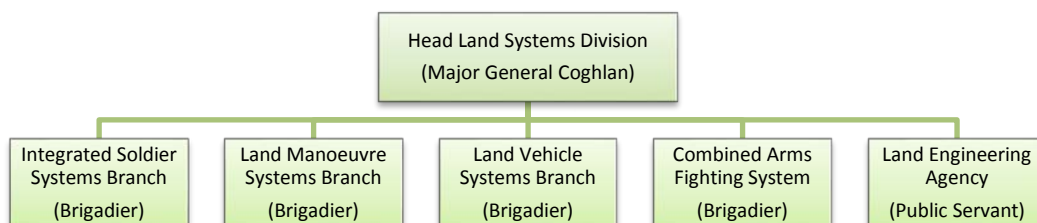
- In the office environment at Victoria Barracks Melbourne and Defence Plaza Melbourne,
- Bringing technical experience and expertise from the unit to the office,
- In the unit.

4.3.6.1 THE OFFICE ENVIRONMENT, VICTORIA BARRACKS & DEFENCE PLAZA MELBOURNE

The office environment is located at Victoria Barracks Melbourne and Defence Plaza Melbourne. The majority of LSD SPOs and projects are located at Victoria Barracks with one project and one SPO located at Defence Plaza. LSD has 1284 employees across these two sites comprising of 1079 public servants and 205 military personnel who are posted in and out approximately every three years. Movement between the two bases is seamless with a shuttle bus running regularly between the two sites every day. When public servants and military personnel spoke of the different bases there was no concern associated with the LSD staff being located across these two sites.

Figure 4.2 shows the command structure; at the highest levels of LSD positions are predominantly held by military personnel and operate as a command and control environment. Below this structure public servants predominantly occupy the positions under a bureaucratic structure.

Figure 4.2 Land Systems Division Structure



This research specifically looks at the dependencies between the two groups as military personnel post in and out of the office environment and any specific requirements that exist between the two groups that would not exist in other organisations. APS01 and APS10 see that the posting of military personnel is no different to a career change or

promotion of a public servant. There is still a requirement to train the new staff member. The difference lies in the time spent in the position. Public servants spend a considerable amount of time in one location/position whereas military personnel are in one location/position for up to three years. Participants noted that informally dependencies exist between the two groups during day-to-day activities.

There is a distinct reliance on the public servant providing administrative IT support to military personnel. Military personnel post into the integrated office environment to provide public servants with technical skills, support and currency of operations. It is recognised that the military personnel do not have the time to learn the intricacies of a new systems and processes, instead they rely on the public servant to do the administrative work. MIL01 summarises the relationship:

- The civilians (APS) are the custodians of the organisation. They are the ones who stay here, they are the ones that understand the organisation, they understand the history and write the documents, SOPs it is their organisation. The military guys like me come in and out for short duration. We get slotted in within the framework and we work with in it, so I just work as a Major alongside the EL1s. I am expected to perform in a pretty similar way to those guys (MIL01).

Beyond the daily administrative functions the differences in role and function provide a greater dependency in the office environment. The 'can do' attitude of the military member can be seen as problematic within the layers of complexity within the office.

- In DMO or CASG there is a process you need to follow that would sometimes be frustrating. There are roadblocks in the process, or perceived road blocks, whereas the military guy just gets on and does the job. The process in CASG where you need to make sure all the boxes are ticked and we progress on. The military guy might fly over a few things. That's where he may come unstuck in the APS environment they are not used to following the process to the letter of the law. (APS03).
- You can be the interface between the guy on the ground and what gets done here. An engineer here might say that a piece of equipment may need to have a guard around it, whereas the guy using it might say I need to get to this easier. The

military person in the office can understand what they want and can then talk to the public servant here and put a bit of reality into it. I'll make sure he understands what the user wants. The user may not be able to understand what the engineer is talking about so hopefully the military person here can then interpret (MIL07).

The time spent in one location is seen to affect the currency of the military personnel's skills. MIL02 provides two examples of how an extended time in one position is detrimental to the organisation:

- You need to be back out into the organisation frequently. Over the last 10 to 12 years a lot has changed in Army. You do two years away and there is a lot of change out there in the greater Defence. You need to be able to move in and out of the organisation to maintain currency (MIL02).

This need for currency transcends between the time spent in any one location and the differing environments. This is also true for ex military public servants:

- Particularly if you have ex Defence person who thinks they know (ex-military people), they have a paradigm that is 10 or 15 years old and in that time things move on quickly. If your paradigm of five years old you are out of date. The dependency works only one way in that context (MIL02).

4.3.6.2 BRINGING UNIT EXPERIENCE TO THE INTEGRATED OFFICE ENVIRONMENT

The public servant has a strong dependency on the military personnel for their knowledge and currency in using equipment supplied to the Australian Defence Force (ADF). Both groups agree that the military personnel bring a working understanding of the users requirements and how change will affect the user in units and deployed on operations. Whilst information can be obtained from calling a soldier in the unit using the equipment, the relationship developed in the office environment creates and supports better communication channels to share information in a timely manner. Additionally this information is understood in the context of the engineering environment in which the public servant works. Both public servants and military personnel agree that this dependency supports the soldier in the unit:

- They [military] will go out to the JLUs [Joint Logistic Unit] and see the stuff is actually changed. That's where it becomes more important. That's the actual work

on the vehicle the engineers will sign off to say its good to go but the actual work is handled by public servants. What we get from the military is, we get insight into what they do what it's like out in the unit and how it affects things at the unit level. (APS4).

- We rely upon the Army military background to provide how equipment is used in the field, what role it's used for. That's probably more a question regarding their particular trade or their skill base (APS05).
- One of the good things about the military working in the work place is they have been the users. They have come in fresh with recent knowledge of how the stuff is used, what the problems are. They come in with good technical current knowledge. (APS10).
- We [APS] rely on both the OEM (Original Equipment Manufacturer) and the ADF for information. But the OEM is the engineering authority for the equipment at the ADF is the user of the equipment so both are similar stakeholders for the task. If CASG was buying assets for use by the military member there is a lot of dependency because the decision that is made here in the office affects the end user. It is a lot of communication between the end user and us before we adopt an engineering change to the equipment that they use. That's really because functionally for that equipment there is really a need for us to engage the military personnel (APS12).
- With Land System Division you can only be in Melbourne but we have platforms spread all around Australia. The units that need the information may be a long way away and will need to travel a long distance to see it or get it. We don't really have a place where we can get a piece of equipment and actually look at it because it is somewhere else, or there is a limited number (MIL07).
- We [military] are posted in to provide the up to date knowledge of how the systems work on the outside. We need to provide the currency to the guys here. Some of the guys have been in the APS as long as I have been in the Army and they have never been outside of this organisation and they really do not know what happens out on that side of the fence. So decisions here (in the office) can

have big impacts on the outside to Army or the greater Defence (MIL08).

These examples demonstrate the specific skills military personnel bring to the office environment. Furthermore both groups understand how important it is to have the currency of military knowledge easily accessible. The knowledge military personnel gain in the office environment can then translate back into the unit to help understand how processes occur to achieve the outcomes they require.

4.3.6.3 SUPPORT TO THE MILITARY UNIT

Without question, all research participants agree the primary function of the public servant is to provide support to the military personnel in units and on deployment. As seen previously, the experiences in the office can also be taken back to the unit. The equipment purchased or developed within LSD needs to meet the needs of the end user and must match the requirement for fit, form and function. This not only includes the equipment but the interface with other equipment and associated technical data and training. The following narratives demonstrate the support to military units:

- There is a dependency between APS staff in supporting the CMT-L application to deployed personnel overseas in getting access to documents. In one situation the APS support along with contractor support helped resolve the situation for the overseas-deployed military personnel to gain access to the documents. (APS09).
- Because the process is quicker, the end user being the Army, Navy or Air Force (customer) at the end get to use the materiel, the equipment, sooner rather than later (APS11).
- There is a dependency between the APS in the office and the military end user. That is how we evaluate in engineering terms the piece of equipment that will enable the end user to have a friendly environment to use it in or make equipment fit for purpose. The APS employees are the first frontline for work health and safety issues. The APS never get to play with the tools; we can't ever actually use them (APS12).
- When you are part of a system safety-working group, RODUM (Report on Defective or Unsatisfactory Materiel) investigation or something of that nature there is an appreciation for the end user or someone who is deployed in Iraq and

what they need. I have found the generally we try to send military people out to the units because it is easier to interface and also able to communicate and get the respect of the end user as well as understand. A very good example of change management; we are rolling out new boots from Clothing SPO and it was a team of Reservists that were sent to do the roll out around the nation instead of sending a bunch of public servants. You have a different effect; the changes are implemented in a different way that is very important (MIL01).

- There is a dependency here, absolute requirement is for the APS to understand the military context. We are here for the defence of Australia and support the people in uniform. If the APS don't understand the military context they can't do their job properly (MIL02).
- Certainly speedier access to the current version [of technical documentation], the ability to integrate all sorts of digital data, digital photos, that can be reasonably easily changed and swapped as things come in. Distribution is part of that ... the old paper-based system it maybe 6 to 12 months before the unit actually discovers the change when they open up a new document. Where as the digital distribution speeds that aspect up (MIL04).

MIL02 provided a narrative on the practical experience he had when there is a lack of discussion with the soldier:

There has been a huge issue with some different projects around LSD introducing capability designed to be worn by the soldier. Someone had a great idea. We got to the point where if everything that was designed to be put on a soldier was put on him he would not be able to walk. The weight of everything he needs to carry is more than his body weight. So much more is being put on each soldier because nobody went and understood what other projects were doing (MIL02).

4.4 CONCLUSION

This chapter unearthed the narratives of public servants and military personnel, their ability to adapt to change and dependencies within the integrated office environment. The narrative was provided in the context of a timeline that uncovers how organisational change has the potential to remove motivation factors for public servants but not affect military personnel. The drivers of the McGuire's (2002) Army

Change Model demonstrates how military personnel can easily adapt to change with little loss of motivation factors. On the other hand public servants displayed a loss of motivation factors associated with a loss of autonomy, lack of recognition, loss of process ownership and control of their day-to-day tasking. There was no presence of hygiene factors associated with the change activity, instead the challenge associated with change was more significant than expected resulting in a loss or decrease of motivation factors.

The next chapter discusses the participant's narratives in further detail, identifies and describes the interdependencies that exist between the two cohorts.

Chapter 5: DISCUSSION

In Chapter 4 the voices of the participant's were presented. The participant's voice was often presented as quotes to ensure the experiences of the participant's language and narrative was retained (Crotty, 1998; D'Orenzio, 2012; Fetterman, 2010). Crotty (1998) recommends, the ability to retain language ensure the culture of the organisation is retained and the researcher sees things from the perspective of the participant and describes the differing cultures within the group⁴.

The research participant's discussion will reveal the richness and complexity of the information. This work is a continuum of previous studies identified in the literature review and provides the discovery of the data analysis from a constructivist perspective. This point of view is derived from the participant's experiences and whilst I have experience as a public servant in Defence I do not necessarily relate to the all participants experiences. I have used my human resources (HR) lens to provide assistance with the descriptions and identification of the experiences lived by both groups.

This phase of the research requires me to search for concepts and themes that when combined provide an explanation of the enquiry (Sandelowski, 2000). Using an HR lens, I searched for similarities and differences in the participant's experiences from an ethnographic perspective (Glesne, 2011). Key to this research is to understand the two cultures within DoD and the perspective and practices of the individuals within these cultures (Crotty, 1998). This chapter will present the researchers voice and will draw upon the discovery of data from Chapter 4, the research data and Chapter 3, the theoretical framework. As a result Chapter 5 draws on the previous theories and discussions but also seeks to propose a new way of understanding the impacts of change on DoD personnel. The nature of the relationship of public servants and military personnel is organisationally unique.

This research seeks to understand the lived experiences of the public service and military personnel participants to influence their ability to adapt to organisational change. In many ways the stories of the participants are similar but they also varied between the two

⁴ The language used in Chapter 5 is a linguistic adaptation of previous chapters and may be unique to the culture of Land Systems Division.

groups. Underlying the change acceptance is the interdependencies between these two groups.

The overall aim of this research is to investigate the experiences of public servants and military personnel, specifically the experiences related to organisational change. This chapter will aim to answer the research questions, through second order constructs such as the absence of motivation factors. Third order constructs will explore how the answer to these two questions identifies interdependencies between the two groups from the attitudes, values and interrelationships of the Defence community. It will be presented using key themes:

- Change Acceptance,
- Culture,
- Impact upon the organisation and
- Interdependencies

5.1 RESEARCH QUESTIONS

Research Question

1. How do the different public servant and military organisational cultures lead to greater acceptance or rejection of change within the same change phenomenon?
 - a. What evidence is there to support the acceptance/rejection of change in the military culture?
 - b. What evidence is there to support the acceptance/rejection of change in the public service culture?
 - c. What cultural evidence is there to support the acceptance/rejection of change for public servants who have formally been in the military?

The questions will answer, “What is” occurring in the phenomenon and deriving meaning from the social interactions from the insider’s perspective (Baxter-Tomkins, 2011; Douglas, 2013; Lording, 2013; Noether, 2005; Pothan, 2013; Westlake, 2009). Within these questions I have identified interdependencies between the two cohorts. These

interdependencies demonstrate how LSD does business. The interdependencies are the underlying, unseen culture of the organisation. The beliefs, assumptions, attitudes, values and informal interactions allow the interdependencies to develop and create new group norms supporting training, policy and structure.

Major General Paul McLachlan, former Head of Land Systems Division, released a directive in 2013 mandating all LSD staff to adopt CMT-L as the Defence approved application to manage the build state of equipment through acquisition and sustainment of land materiel, CMT-L would also be used to manage the associated technical data. The directive was supported through a minor project and was consistent with the policy outlined in the TRAMM-L and standard operating procedures. The directive also included statements on resourcing, policy and governance, training and helps desk support. In 2011, prior to the directive, correspondence was released through Headquarters Forces Command (2011) and Special Operations Headquarters Army (2011) for all sponsors of technical documents to cease forced hard copy distribution to Army Units, relying on the electronic format for all Army personnel as an initiative to save money under the Defence Strategic Reform Program. The use of an IT system provides the organisation with critical infrastructure which impacts upon systems and assets, whether they are physical or virtual (Rinaldi 2004). For LSD the introduction of CMT-L provides a positive impact on health and safety of the military personnel and provides visibility of the complex interoperability of land materiel capabilities.

5.2 CHANGE ACCEPTANCE

To first understand change acceptance there needs to be an understanding of change and how the participants define it. Participants were asked to define change in the context of the introduction of CMT-L. This led to two clear experiences based on formal and informal systems. It was agreed that the formal change was the upgrade to the IT system, which is conveyed an outage period followed by the system coming back on line with differing/new functionality. Whilst both groups agreed on how they define change the opinions of the structure of change varied slightly for public servants and military personnel. The public servant's understanding of change was based around the formal process where change is implemented in the organisation from above. By comparison military personnel speak of the informal process associated with being removed from their comfort zone and coming to terms with the new training requirements as they

become familiar with the changes. When comparing the experiences, there is a slight difference in how change is defined with differences between the belief systems and cultural norms of each group.

There was agreement between public servants and military personnel that communication is one of the elements that defines change. The emails, newsletters, information sessions and training were a trigger to help define change.

5.2.1 RESEARCH QUESTION 1A - MILITARY PERSONNEL DEFINE CHANGE

Military personnel spoke of the changes implemented through the command structure but defining change was focused on training and the time taken to acquaint themselves with the changes. The definition made reference to “waves that shake you from side to side” (MIL05) as part of the organisational inertia.

The tension between the command and control structure of the military and the hierarchical structure of the public servant are evident throughout the participant’s stories. Rinaldi (2004) supports this idea explaining how disruptions create a ripple effect that cascades into second and higher order effects. Whilst the military personnel define change as the learning process beyond the implementation of the IT upgrade they are clearly focusing on the reason for the change when they provide a definition of change. Their definition of change shows a link between the driver of change, the formal structures and policy with the flow on affects being the military personnel’s assumptions and attitudes towards the definition of change. Phrases like, “change is happening when you are out of your comfort zone” (MIL03) demonstrates the factors that influence the military personnel’s understanding of change (Nelson & Quick, 2010; Robbins et al., 2008).

Military personnel understood that change is driven from higher in the organisation but the military personnel provided comparisons between the hierarchical structure of the public service and command and control structure of the military, explaining how the response would be different between military and public servant leaders. The Army’s strong direction provides the military personnel a learning environment that places them in a better position to accept change (Choi & Ruona, 2011).

5.2.2 RESEARCH QUESTION 1A - MILITARY ACCEPTANCE

All military personnel interviewed accept change, describing their feelings as; comfortable, embracing, no issues - just do it, positive. The military personnel describe this as just getting on with it and they can see the long-term benefits to the organisation. Hughes (2013), McGuire (2002) and O'Toole and Talbot (2010) support this approach; for military personnel, learning is a result of remembering a series of behaviours and creating a model that can be drawn upon in the future. This model creates a common perspective and connection with the organisation, allowing a connection between individuals. Furthermore the two to three year posting cycle provides military personnel with strong support during ongoing change within the work environment (Westlake 2009). This connection through the command and control structure provides the military personnel with the internal motivation factors such as advancement, responsibility, recognition and achievement that provide job satisfaction.

The full-time Reservist's responses were closely aligned to those of the permanent military personnel. Insufficient information exists about the Reservists ability to adapt to change and their role within the public service. Lording's (2013) observations of Reservists is centred round their retention rate in DoD, little information is provided with regards to change acceptance. It is Lording's (2013) contention that Reservists are trained for war-like scenarios, however, their full-time role provides them with different experiences of change management practices and their expectations differ to that of permanent military. Smith and Jans (2010) claims are well substantiated; in the case of full-time military reservist MIL09 he displayed the same acceptance and motivation factors as his full time counterparts. Similar to Lording's (2013) research, the-part time Reservists interviewed in this research hold a unique tie to their Reserve Units and are not frequently posted to other units.

5.2.3 RESEARCH QUESTION 1B - PUBLIC SERVANTS DEFINE CHANGE

The public servant's focus is on the tangible or understanding that change is through technology, policy and procedures that are out of their control and being imposed upon them. Public servants were without the intrinsic motivation that would support the employer's vision (French & Bell 1990). There was little insight into the triggers for change other than the IT system was to remove legacy paper-based processes or re-evaluated current functionality to rectify glitches. For many they could see change as

never ending and frequently referred back to the paper-based systems, which they owned and developed themselves.

Even simple changes to the colour of a screen provided an insight into defining change. Whilst the system functionality had not changed the perception of the public servant described a relationship between the reality of the change and the physical appearance. The physical entity of the IT system provided a connection to defining change where colours changed or buttons moved in an attempt to automate systems. Rinaldi (2004) describes this as a physical interdependency, where linkages and connections are drawn from the physical infrastructure.

When defining change, only two public servants (APS06 & APS10) were able to define change in the context of meeting extant policy that was not being adhered to. In contrast other public servants defined change as an introduction of an IT system that changed policy. These public servants were clearly placing the cart before the horse. Department of Defence (2008) Army Minor Project 036.02 documentation clearly identifies that the introduction of CMT-L was to ensure all SPOs adhered to extant policy. The lack of understanding demonstrates how public servants had taken carriage of their legacy systems and developed their own interpretation of policy. This is defined in Kotter and Rathgeber (2006) when they explain how it easy to quantify the known tangible elements but so much more is happening below the surface of the culture. In this instance the culture and informal processes adopted to get things done within the public servant's culture. This thinking had become the group norm and just like Kotter's penguins, public servants demonstrate how change is defined by formal decisions, not by listening to the noise within the organisation.

5.2.4 RESEARCH QUESTION 1B - PUBLIC SERVANT ACCEPTANCE

In contrast, the 13 public servants interviewed, only 33% were positive about change describing their feelings as positive and excited. Whereas 67% of public servants described their feelings as sceptical, stalwart, conservative, questioning, resistant, burdened. The ability for the public servant to accept change is clearly related to their years in DoD. APS09 recalls the extreme impact of change upon one of his team. The initial response was driven by perceived hygiene factors:

The person was affected by CMT-L and thought their job was in jeopardy over changing which program they used. It was a little bit over the top. And clearly they didn't understand what the change was and what it would've impacted (APS09).

All public servants who state they were resistant to change had been working for DoD for more than 20 years. The evidence from the literature review clearly supports the finding of this analysis. Cunningham and Kempling (2009) identify how long serving public servants are entrenched in a culture that is resistant to change. Consequently, long-term public servants see change as impacting upon their underlying values and ownership of processes. Whilst the initial response to change is based on the presence hygiene factors such as job security and the potential change to working conditions, this research identified the long term affects of change are clearly aligned with the absence of motivation factors. The absence of motivation factors directly impact the public servant for several years as they move through the change and seek ownership of new processes, develop autonomy and gain control.

5.3 DEFENCE CULTURE

Key to the culture of the public servant is the silo based working environment that provides ownership of the processes that are created by the public servants. It could be perceived that the intrinsic value of the process creation gave the public servants control over their day-to-day job. This personal interest is defined in Herzberg's Two Factor theory as a motivator and provides ownership over their job and creates a reluctance to change. Any change to the processes developed would create a loss of control and empowerment over their own work (Nelson & Quick, 2010; Robbins et al., 2008).

5.3.1 LEADERS SUPPORT

Many authors have identified a distinct difference in leadership between military and non-military supervisors. It is Karsten's (2009) contention that the main difference between military and civilian leaders lies directly in their scope of authority. The military leader's scope is one of 'lethal force' whereas civilian leaders are in charge of a 'bureaucracy'. In the same way Noether (2005) states that the two types of leaders creates a hybrid organisation where there are similarities and differences together at the same time. The leadership similarities create a central thinking that aligns with the organisations vision. The differences can create tensions within the workplace when there is a mix of civilian

and military personnel working for supervisors who would not normally fit within the normal hierarchical structure (i.e. Public servants reporting to military personnel or vice versa).

When looking to leaders to define change the public servants story is like water trickling down from above. In many cases leaders in the SPOs were unable to provide further insight into the change activities. The limitations to leaders helping to define change are through their own definition of the change and being able to communicate this to their staff (Lording, 2013). There was no evidence of transformational leadership or knowledge transfer. Public servants highlighted how middle managers lacked knowledge and communication and did not provide the support required during change activities Briody, Pester and Trotter (2012), instead public servants were left to find their own intrinsic motivators within the challenges of change and the personal growth required to achieve the security they desire (Nelson & Quick, 2010).

Both military personnel and public servants describe how the hierarchical structure of the public service has leaders who are resistant to change, do not provide support for training or new processes and do not actively listen to their concerns, instead they go through the pretence of listening. As a result of these behaviours, information is shared through “Chinese whispers” (MIL02) and participants indicate they have little faith in their middle managers/leaders. Previous researchers clearly define the need for a positive climate that directly impacts upon the manager’s ability to successfully engage in transformational leadership. Without transformational leadership the link between process and change is less responsive to the organisation’s needs, hence the link is broken between knowledge and ownership (Briody et al., 2012; Bryant & Stensaker, 2011; Cunningham & Kempling, 2009; Diefenbach, 2007; Fernandez, 2006; Hall et al., 2003; Lu & Betts, 2011; Machin et al., 2009; McGuire et al., 2008; Pollock, 2011; Stummer & Zuchi, 2010). The sheer size of Defence is directly related to the organisations responsiveness during change (O’Donnell et al., 2011). Considerable time is given to negotiation and compromise when middle managers do not actively participate in transformational leadership (Kempling 2009). In comparison to their military counterparts, the public servant manager lacks the critical skills and tools required to implement initiatives and develop the new culture required to adopt the change (Bryant & Stensaker, 2011). The military personnel view the hierarchical bureaucratic structure of the public service as promoting belligerence.

Lording (2013), Noether (2005) and Pothan (2013) identified the unique nature of the military environment and the motivation through command and control. An authoritative top down approach was specific to command and control structures in public sector organisations (Winchell, 2009). In line with previous research, the military personnel in this research provided examples of the differing leadership styles of the military. For military personnel, under a command and control structure they must follow direction during organisational change and maintain an appropriate attitude.

5.3.2 SOCIAL CAPITAL

Seeking understanding of the social construct of the culture requires insight into rituals, customs, artefacts as well as layout and building décor (Hansen, 2006).

Social capital is strong in the military environment through education, training and hierarchy, which develops organisational connections based on the quality of the social network. McGuire (2002) lists the following strategies that support and develop a positive change:

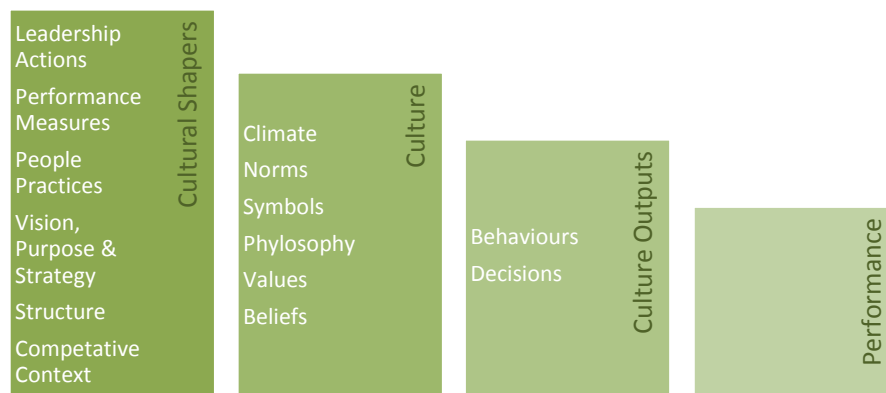
- A values based culture,
- Focused leadership,
- Clear and achievable vision,
- Empowerment, and
- Doctrine and training.

For military personnel the motivation that drives their culture is set in the command and control structure of the organisation. A mix of training, posting cycles, leadership, vision and relationships defines the unique culture of the military. In the main, findings discussed suggest that military personnel are focused on the motivation factors of Herzberg's Two Factor theory. Their job enrichment and satisfaction is driven by their work, responsibilities, achievements, growth and advancement (Nelson & Quick, 2010), each of these motivation factors are engrained through DoD training and education.

The military culture is supported by the emphasis placed on selecting and training leaders that demonstrate commitment, courage, honesty, respect, dignity and integrity (McGuire,

2002). This research shows that military personnel and public servants speak of the strong culture of the military and how it provides support to their members and gives them the tools to adapt to change. Doctrine is seen as a journey that must be read and understood by all Army personnel. Doctrine is rules-based, unambiguous and conservative ensuring Army remains adaptable and effective. From the doctrine that focuses on the training priorities, Army's vision and changing needs, McGuire (2002) developed a model for Army cultural performance based on doctrine (Figure 5.1).

Figure 5.1 Understanding Cultural Performance
(McGuire 2002)



This strong structure and directive control enables leaders to provide stability to the organisation during times of change. There is a need for the organisation to be highly agile and adaptable in responding to the rapidly changing environment. Strict discipline allows for greater authority at all levels, a greater sense of responsibility, complex training environments and strong relationships (Jones et al., 2000; McGuire, 2002; O'Toole & Talbot, 2010). The strong social networks developed in Army drive the organisational culture of military personnel, promoting organisational agility through a strong emphasis on individual learning (O'Toole & Talbot, 2010). Learning is based around formal training but also through participation within their own communities or groups, which is then modelled in different situations (Hughes, 2013; O'Toole & Talbot, 2010). For the introduction of CMT-L the military personnel identified the need for formal training and also understood the public servants, as the systems custodians, would provide the ongoing support required.

Chapter 4 describes how military personnel see public servants as custodians of CMT-L and their learning is based on their needs to acquire knowledge knowing that public servants have a deeper understanding of the IT systems. All public servants interviewed agree their role is to support the military but for the long-term public servant their paradigm saw the military as a burden due to their short time in the office environment as a result of posting cycles.

This research, like others, shows how long-term public servants have a focus on the hygiene factors of Herzberg's Two Factor theory. The culture is entrenched in criticism of policy and administration, supervisors, working conditions and interpersonal relations. The long-term public servants explain how they would seek compromise and negotiation (Kempling, 2009) where as public servants with less than ten years in Defence see this behaviour as whinging and complaining.

When asking public servants about the effect change has on them or the organisation, hygiene factors came to the fore every time. The presence of hygiene factors creates dissatisfaction (Nelson & Quick, 2010), similarly the absence of motivation factors prevented them performing at their peak. The narratives describe how the long-term public servant is clearly focused on all negative aspects of their working life. They embrace and own this culture whilst complaining about their dissatisfaction. This is supported in the Defence 'Your Say' Survey, where 39% of participants stated they considered leaving due to low morale (2015, p. 3). Further analysis showed the older public servant didn't want to change their jobs and had less desire to improve their career aspects; 48% under 45 years of age wanted to seek different work, compared to 16% over 55 years of age (pp. 5-6). In some cases they were happy to be the victim of their circumstances and laid blame firmly at the feet of others. Maidani (1991) found that public servants focus on hygiene factors whilst the private sector employee's focus was on motivation factors. By logical extension, like Maidani (1991) this research identified that public servants who were in DoD for less than 10 years still held ties to motivational factors. They had not become fully entrenched in the public service culture.

Table 5.1 describes some of the definitions given by various authors with relation to organisational citizenship within the organisation's culture.

Table 5.1 Defining Organisational Citizenship within the Organisational Culture

Author	Term	Definition
Dent & Goldberg (1999)	It's not resistance	Participants said they did not resist change but quantified how they struggle to accept change. People may resist a loss of status or loss of comfort, feeling of loss, lack of tolerance or threatened self-interest.
Hansen (2006)	Observing culture	While we know culture primarily through language, for example, culture is also evident in artifacts, rituals, art, customs, the layout and decoration of buildings, etc., so observation is broader than discourse.
Hertzberg Nelson & Quick (2010)	Two Factor theory	Hygiene (dissatisfaction) and motivation (satisfaction) factors that contribute to workers attitudes.
Kotter (1997)	Internal and external focus on culture	The more the culture is internally focused; bureaucratic, and disempowering of initiative issues anywhere, the more you are going to have trouble producing change. Conversely, the more the culture is externally oriented, is non-bureaucratic, and encourages leadership at all levels, the easier it will be to succeed with the eight-step process.
Kotter & Rathgeb (2006)	8 steps of change	Make sure there is a purposeful group guiding the change; one with leadership skills, credibility, communication ability, authority, analytical skills and a sense of urgency.
Lewin (1947)	Resistance to change	The existence of a gate that allows decisions to be enacted. Decisions are made based on individual's ideologies and beliefs in a given situation. Unfreeze: disruption to the steady state Refreeze: new steady state
Nelson & Quick (2010)	Emotions at work	Emotional contagion has far reaching influences and is spread through non-verbal channels. Positive emotions have control over supporting creativity and success in many facets of their life. Negative emotions lead to unhealthy coping behaviours and poor health.

Many of the definitions provided in Table 5.1 are directly related to behaviour that creates the culture of the organisation. These behaviours are hidden and are the informal, covert aspects of the organisations culture (Abbasi, 2011; Blasko, 1999; Cunningham & Kempling, 2009; French & Bell, 1990; Kotter, 2006; Richter & Wilson, 2013; Smollan, Sayers & Matheny, 2010). Most of the evidence seems to indicate that long-term public servants are locked into a negative focus. The public service culture clearly focuses on the informal aspects creating a community where social capital is driven by the long-time

public servants (Beer & Nohria, 2000; Bolino et al., 2002; Choi & Ruona, 2011; Cunningham and Kempling, 2009; Holt & Vardaman, 2013). To quote Abbasi (2011):

Cultural renewal not only involves observable workplace behaviours, practices and discourses that are visible above the waterline in the iceberg model of culture. Below the waterline lie a greater mass of beliefs, attitudes, values and philosophies that are often taken for granted. The tip of the iceberg is 'the way we do things around here'. The depths obscure the reasons why we do things, and are usually unplumbed (p. 47).

In order to thoroughly understand the issue, it is useful to examine the findings of Cunningham and Kempling (2009). They elaborate how the behaviours of long-term employees are deeply entrenched in the culture of the organisation and the sheer size of the organisation hampers the ability to facilitate a change of culture (Cunningham & Kempling, 2009).

By logical extension, it can be argued that the time spent in the public service impacts upon the resistant covert behaviours of the personnel. This is supported by the responses from public servants who have been in DoD for considerably less time; these public servants are clearly focused on the formal, overt aspects of the organisation. Whilst they will have their own informal cultural beliefs they are positive with a focus on the organisational objectives. Likewise, military personnel focus on the formal aspects. Their responses on the social capital derived from the organisational culture are consistent with previous research. The social capital amongst the military is strong and driven from the relationships among individuals, organisations and communities (Bolino et al., 2002; Hughes, 2013; McGuire, 2002; Noether, 2005; Smollan et al., 2010; O'Toole & Talbot, 2010). Unique to the military is the social construct of the culture based on the rituals, customs, doctrine that defines who they are and what they believe in (Hansen, 2006; McGuire, 2002; Noether, 2005).

The unplumbed aspects of the public servant culture have behaviours intended to protect the individual from the effects of real, or imagined change. Related to this, research participants spoke of a range of emotions and feelings; frustration, joy, happiness, acceptance, rejection, anger, disadvantaged, rejected, uncomfortable and many other positive and negative emotions associated with organisational change. Emotions have an impact upon the social capital (Smollan et al., 2010). Nelson & Quick (2010) find that

intense emotional reactions affect work behaviours. The evidence indicates that emotions are infectious and can be transferred conscious or unconsciously through verbal or non-verbal communication. For many of the public servants, the seed of negativity flourishes like a weed amongst the long-term public servants and spreads through the narratives of the culture. A level of emotional intelligence is required to be able to manage ones own emotions to ensure they fit within the expected norms of the new culture (Nelson & Quick, 2010).

5.3.3 RESEARCH QUESTION 1C – CULTURE OF EX MILITARY PUBLIC SERVANTS

Ex-military public servants frequently referred to themselves as thinking like current military personnel but their responses to change experiences were more aligned with long-term public servants who had not been in the military. Their motivation lies with their days in the forces where they had developed strong relationships, today they speak of how they long for the good old days.

Social capital is high amongst ex-military public servants who are firmly grasping the camaraderie and ties to their military career even though they are a now public servants. Their paradigm places them in a world where they are torn between the lives they remember under command and control and today's bureaucratic structure. They perceive themselves as military and use terms like 'Olds and bolds', 'Crusty old people' and other terms of endearment were used to explain the public servant culture.

Whilst, as public servants, they display behaviours associated with an absence of motivation factors they can also display a presence of motivation factors when asked about the organisation objectives. The ex military public servants displayed characteristics that allow them to quickly move between the two different cultures in a very short period of time. This adaptability was not seen amongst the other cohorts who participated in this research. The differing responses highlights the paradigm of the ex military public servant who are living in two worlds and are still strongly aligned with their traditional military roles whilst maintaining the controls of the bureaucratic system they work in today.

Whilst this group have clearly adapted to moving between two different cultures their paradigm is out of date. Current military personnel speak of how ex military public servants lack the currency of military knowledge are clearly out of date with todays Army.

Of the six ex military public servants, three are current Reservists. The responses of the public servants who also hold positions in the Reserves (part-time) provided responses in line with long-term public servants. For the public servant who holds a part-time military role they are bound by positions that do not promote new experiences like their full-time military counterparts. Instead they are deeply entrenched in a specific environment for their career. On the basis of this response the Reservists in this research behave as Lording (2013) expected.

The ex military public servant is truly unique in the way they live within two cultures and readily move between the two. The uniqueness of the *militacritic* group will be highlighted in chapter 6.

5.4 IMPACT ON THE ORGANISATION

For effective change there needs to be support and acceptance at all levels. A strong social capital is required for individuals to work together to meet the organisational objectives (Bolino et al., 2002). The ability of the individual to support the organisation during change is related to the length of time in DoD in conjunction with their role as a public servant or military member. Somollan, Sayers and Matheny (2010) identify that the response to change is based on the time given to adapt, which then drives the emotions and behaviour of change affected staff. Similarly to the individual's personal response to change acceptance, organisational affect does not trouble all military personnel or public servants with less than five years service. Change is another aspect of their day-to-day work they embrace and understand how it aligns with organisational objectives.

For the military there is no issue with understanding the organisational objectives. The learning culture of the military puts them in the right position to adapt to change and understand the impacts of their actions upon the organisation. When organisations identify themselves in a learning environment the individuals are far more ready for, and accepting of, organisational change (Choi & Ruona, 2011).

It is clear, for the long-term public servant, that there is still a strong individual focus when discussing organisational goals (Table 5.2). It is Covey's (2006) contention that the power of the paradigm controls the practices, behaviours and attitudes of organisational change. The problem with the long-term public servant is their social capital does not

allow them to focus on the change from an organisational perspective as their paradigm is firmly placed back in the legacy systems they developed within the silos of each SPO. They are unable to see the full benefit of the organisational change and are lost in the past and trying to hang on to what they know (Covey, 2006). Most were clearly overt about their experiences but others spoke of how they would find other ways to do their work. Diefenbach (2007) identified how public servants can ‘fly under the radar’; these public servants work to undermine change and hold fast to the old systems they know. This is clearly at odds with Dent & Goldberg (1999) who explain how participants did not resist change but quantified how they struggle to accept it. This research found long-term public servants that are ‘flying under the radar’ by undermining new systems and those that openly admit they are struggling to adapt to change due to the perceived or real impacts upon their own personal workload.

Table 5.2 Public Servants: Organisational Focus

Years of Service	Focus on Organisation
1 to 5	Motivation factors present. Without concern for themselves and focussed on organisational requirements.
11 to 15	Motivation factors declining. With concern for changes within the organisation but still focused on organisational objectives.
20+	Minimal motivation factors. With concern to impact upon their own workload, loss of control, lack of recognition. Focused on supporting the military personnel .

5.4.1 WORKING TOGETHER

The following four definitions are required to understand how people work together:

Group: A collective understanding of artefacts, values, beliefs and interactions within the culture (Douglas, 2013).

Team: A group of individuals performing interdependent work to accomplish their tasks (Boies & Howell, 2009).

Dependency: A relationship where the material output of one thing changes the other things (Rinaldi, 2004).

Interdependency: A bidirectional relationship where coordination and collaboration is imperative to achieving collective goals (Douglas, 2013).

Organisational effectiveness cannot be separated from individual behaviours. As the organisation juggles the high wire of organisational change the development of cultural norms within the groups are formed (Covey, 1997). Teams develop interdependencies through social interactions and shared goals; individuals have specific expertise whilst working in clearly defined roles and responsibilities (Douglas, 2013).

5.4.2 GROUP DEPENDENCIES

The focus for this research is to understand the interdependencies between public servants and military personnel. These two cohorts create groups who need to become a team, sharing a common purpose in order to support the soldier in the unit and on deployment. The intrinsic life of the organisation guides the performance of the group. The dynamic forces operating within the group give rise to the conditions that allow them to work together as a team. The consequences of the group dynamics develop the interdependencies within the work environment.

Like many other organisations, Defence consists of two distinct cohorts who have different requirements for; training, employment selection processes, command structures and working environments. As a group, military personnel and public servants have described the common goals in which they work that is to support the military in peacetime and operations. There is no dispute over the common goal of the individual, group or organisation. Researchers have employed different methods but they all have tended the same unequivocal responses; military personnel and public servants within a Defence environment are working to support the war fighter.

Previous studies have investigated the combined military/quasi military environments but have not specifically looked at the interdependencies between different cohorts within the same organisation (Table 5.3).

Table 5.3 Previous Inter-Relationship Studies

Author	Topic
Baxter-Tomkins (2011)	Affiliation between the volunteers in the NSW Rural Fire Service and State Emergency Service.
Douglas (2013)	Individual effect and team effect of fire fighters and incident management personnel.
Heaslip, Sharif & Althonayan (2012)	Division of labour and inter-relationships between aid workers and international military forces.
Hohenhaus (2009)	Sustaining change in emergency department clinicians and administrative staff.
Karsten (2009)	Distinguishing between military and non-military leaders.
Noether (2005)	How leaders influence change in combined military and government organisations.
O'Donnell, O'Brien & Junor (2011)	Employment relations in the public services of Australia and New Zealand.
Sugarman (2010)	Organisational learning of police and administrative staff.

There is consistent evidence from this research that military personnel see public servants as the custodians of the process and systems within LSD. Whilst the military move between combat and non-combat roles, they maintain a focus on the real business (Hughes, 2013; Jans, 1989; Jans, Frazer-Jans, 2004; Jones et al., 2000; Karsten, 2009; McGuire, 2002; Warner, 2008; Young, 1995). Chapter 4 provides many different dependencies between public servants and military personnel. These are based around the integrated office environment and how the two work together as a team to meet a mutual objective. There is a cross fertilization of information between the two groups based on their specific skill sets and roles within DoD:

- Public servants provide; expertise in systems, policy, engineering processes, financial expenditure, interface with equipment manufacturer and support in the use of IT systems,

- Military personnel provide; up to date specialist advice, intimate knowledge of how equipment works, user requirements and an interface to the personnel in the units.

Public servants view military personnel as working outside the system with their ‘can do’ attitude, whereas military personnel view public servants as being heavily entrenched in process. Likewise Cunningham and Kempling (2009) describe how public servants are deeply entrenched in the cultural behaviour whereas military can quickly change to adapt to the situation. The military are driven by directive control where members can act decisively, use their initiative and exploit opportunities without higher direction (McGuire, 2002). Public servants want military personnel to do the same job the public servants do. The military want to do what they are trained for, work in their specialised area and provide current specialist advice they bring from their roles and experiences outside the office environment.

5.5 INTERDEPENDENCIES

The purpose of the study was to explore the organisational change process as conveyed by the participants. The findings from this research have identified three interdependencies within the LSD organisation. The White Paper (2016) outlines the need for enhanced capability through ongoing training, equipment and support for diverse and critical roles. With this in mind, it is my intent to provide an understanding of the interdependencies between these two groups to meet the needs of the unique environment. The two interdependencies are directly related to organisational change and the last interdependency has developed through the combined workforce.

The Defence integrated workforces consist of 19,550 ADF and 17,900 full time equivalent public servants (Defence White Paper, 2016, p. 146). The White Paper (2016) defines the diverse skills of the current integrated workforce and the new skills required in the future integrated workforce. To meet the new demands Defence has implemented the First Principles Review (2015) to meet the requirements of the countries defence. Public servants provide a crucial support role to the ADF. The link between the ADF and public servants is imperative for the integrated workforce to achieve the goal of supporting the war fighter.

Interdependencies required for organisational change.

Interdependency 1: Military personnel can adapt quickly to change and new requirements and assist public servants with creating new norms.

Interdependency 2: Implications of changes are not concentrated at the transactional level.

Interdependencies required for organisational effectiveness.

Interdependency 3: Public servants share knowledge of systems and processes that military personnel can take back to the unit and share with others.

The research participants spoke of the dependencies between military personnel and public servants. Beyond the surface there were interdependencies between the two cohorts that translate into how the LSD functions as military members move between the office environment, units and combat roles. For any interdependency to work the relationship need to be bidirectional where they influence each other (Rinaldi, 2004). Rinaldi (2004) claims social network, behaviours and norms within the groups influence the infrastructure and operations of the organisation.

Interdependency 1: Military can adapt quickly to change and new requirements and assist public servants with creating new norms.

There is a strong focus on training for military personnel, which gives them the skills required to adapt to change quickly (Jones et al., 2000; McGuire 2002). All military personnel in this research spoke of their requirement to quickly adapt to the new posting and learn the skills and they don't have the extended time to develop relationships. This approach is strongly based on teamwork and the utilisation of skills inside the team.

Many of the public servants spoke of how change is implemented without consideration for culture. Culture has become a second order effect of the change journey. There is consistent evidence that public servants require additional support to transition into new processes and systems. This transition needs to include how the public servant can identify ways to create ownership of the new processes and create intrinsic motivational factors. Covey (2006) describes this as needing an accurate map, without it the public

servant will remain lost and not understand how to leave the legacy systems behind and grow through development and learning.

Core to this interdependency is a common theme through out this research; public servants are the custodians of the systems and processes and they hold the history of the organisation. The public servants ownership of legacy systems prevents them from adapting to change whereas the military have no ownership. In contrast the military just want to get on with the job. There is a difference in the underlying focus between the two groups. Through the ownership of processes, the public servants have an individual focus (Rafferty & Griffin, 2006); in contrast the military have a clear focus on the organisation and getting the job done through the command and control structure (Boies & Howell, 2009; McGuire, 2008; Warner, 2008). Whilst public servants speak of supporting the military personnel, in reality their internal focus demonstrates the opposite. The example below describes how this is manifested:

I think a perfect example would be when I needed to find how high a particular point of the vehicle was from the ground. I had a SPO member that is travelling up to Puckapunyal to do some work. There is one (vehicle) at Puckapunyal and they just need to find it, but they won't. They gave me a response that they are going there for a reason, a meeting, and they have other stuff scheduled. Personally the people I deal with are difficult, they don't give me that extra assistance. Its not their job, its an easy job and there is no skill set required to measure something. I called a military member who just happens to be in that space and they will take a tape measure and find the vehicle and measure it. It may take half an hour of their time but they will do it. They have better acceptance to change I am changing what they are doing (APS13).

The forces of group dynamics in the organisation shape the culture of public servants and military personnel through the removal of limitations and development of mutual obligations (Bolino et al., 2002; Westlake, 2009). Shared knowledge and a common mission are required to accomplish any task (Boies & Howell, 2009).

Both public servants and military personnel spoke of their specific role within the office. Public servants want the military to enter data into CMT-L whereas the military require the public servant to enter the data to free them up to get on with their own specialised role. Public servants and military explain this as:

- They [military personnel] know within 18 months to 2 years they are probably gone. They have done their purgatory in DMO and they are going to be out of here. I have a fitter, who is trained with big guns but he is working with chemical detectors and he would probably prefer to be back out with the big guns (APS03).
- I think the military guys, when they first get here; they are just going [*sic*] ride rough shot over the civilian guys (APS04).
- The military doesn't have to understand the public service job; the public servant must try and gain some context of the military context before they affect any change (MIL02).
- The APS have more time to learn these systems than I do. I'm pretty well dependent...the military, they are all time strapped and doing their own thing. For the APS...it is their job, their specialty. I cannot focus on one element, being CMT-L (MIL09).

As the custodians, the public servants have all the knowledge and skills to perform their role in CMT-L. Military personnel spoke of the need to know how the system works but don't need the in depth understanding as their time in the position does not lend itself to this level of knowledge. Instead they focus on the skills they bring to the integrated environment. Regardless of who enters data the interdependency is based around the skills each group bring to the workplace and how they communicate this to each other and the military personnel using the equipment. For this reason, both groups need to understand the skills and experiences they bring to the integrated workforce to develop effective teams within the changing culture (Boies & Howell, 2009; Douglas, 2013; Watters, 2011).

Rather than looking at the differences as negative, both groups need to understand how they can work together as a team rather than try to change the others so they are undertaking the same activities. The groups need to work together as a team with training, support of the hierarchy, shared mutual obligations and without limitations.

- There is less [*sic*] crossover between the two (public servants & military) even though they are both using the tool for the same purposes (APS05).

It is worth noting that a change to culture is seen as an informal process and there is a strong requirement for support. The military personnel provide this support, as they are not deeply entrenched in the systems and processes. The military are driven by directive control, use their initiative and exploit opportunities without higher direction (McGuire, 2002), in contrast public servants are firmly established in the bureaucracy of the culture. Public servants explain how they seek guidance and approval with a focus on process unlike the military that are focused on results. Without support from managers, public servants are not motivated to achieve higher levels of involvement (Su et al., 2013). This is where the mixed environment is crucial to achieving goals. The fresh ideas and commitment to the organisations objective gives the military personnel a cultural advantage. They can influence the others around them through negotiation (Cunningham & Kempling, 2009) and model behaviours that are more conducive to increased acceptance of change. The social capital provides the development of new social norms through implicit and explicit interactions. In turn they create social glue that binds the groups together to become a team (Nelson & Quick, 2010).

Interdependency 2: Implications of changes are not concentrated at the transactional level.

This interdependency is directly related to public servants. On the basis of the first interdependency military personnel are not concerned with how change affects the individual at a transactional level and will be excluded from this discussion.

I don't think they really provided enough lower level detail to say this is what your day-to-day work will look like. If this had occurred I think a lot of the negative influence would have been quelled upfront. All they can say is I'm going to lose my job, I'm going to lose my staff, I'm going to lose my position, maybe they think they won't be quite as powerful as I used to be. You have broken down the resistance to a degree when you have enough people at the lower level that will say this is a good system, look what I can do now, look how easy my job is compared to what I was doing (APS05).

The statement from APS05 succinctly summarises the issues associated with this interdependency. All too often changes are implemented with a top down approach in line with organisational objectives (Beer & Nohria, 2000). The objectives are relayed to the lower levels of the organisation but there is no concentrated effort as to how change will

affect employees at the transactional level. The CMT-L project documentation describes how there will be a creation of new positions and reorganisation of some other positions, but it is clear that they were unaware of the full impact this change would have organisationally. On the basis of the response, it is possible to infer that long-term public servants are seeking a Theory O approach but instead they were required to work through a Theory E approach that did not provide behaviours, capabilities and commitment required (Beer & Nohria, 2000).

Resistance resulted in public servants refusing to use new processes and systems or stymie processes resulting in a backlog of work. Others would withhold information that would benefit others. Participants spoke of how public servants who were resisting change would give others a hard time because they were trying to adapt. For those who were involved in role realignment or a restructure created a virus of resistance where others were drawn into the pool of negativity. The behaviour created a dysfunctional work environment with bickering and low morale. Consequently public servants are busy focusing on the impact to themselves and in turn preventing or delaying soldiers from receiving the most current equipment and documentation. The complex interdependencies have the potential to inhibit support to the ADF in combat and non-combat roles.

All of the issues highlighted above have been observed or documented by previous researchers. Beer and Nohria (2000) describe how a focus geared towards developing the culture will reinforce positive behaviours, attitudes and commitment through direction from the top and engagement at the lowest level. Incentives are required to reinforce change to ensure structures and systems remain intact. Beer (1990) has an opposing view stating that the focus should not be on the culture; instead the focus should be on the work itself. For LSD Beer's approach would provide alignment between new roles and functions within the change clearly placing the responsibility with the staff at a transactional level, balancing sub systems within complex interdependencies (Watters, 2011). Failure is imminent when change is implemented without consideration for the interdependencies (Watters, 2011). In the main, the findings discussed suggest that the interdependencies between public servants and the ADF are consumed by the infrastructure. These produce a cascading ripple effect within the organisation that creates second and third order effects (Rinaldi, 2004).

Interdependency 3: Public servants share knowledge of systems and processes that military personnel can take back to the unit and share with others.

APS06 conveyed a story that clearly explains the importance of sharing knowledge. This example is not unique, it occurred on several occasions for APS06.

A military member in a unit raised a RODUM to seek modifications to a piece of equipment and the RODUM was sent to the responsible SPO for investigation. As the RODUM was submitted the military member was posted to LSD to the SPO where the RODUM was being investigated. With the intimate knowledge of the equipment the member who raised the RODUM was asked to also investigate it. As a result he now understood the difficulties and the costs associated in implementing his change. When he raised the RODUM he was only looking at one aspect of the equipment, he had not considered the flow on effects of cost, training, technical documentation, doctrine etc. His response was along the lines of ‘this is a dumb idea’ (APS06).

This example demonstrates how important it is for military members to understand the engineering processes within the office environment. Public servants who are the custodians of the systems provided information on engineering processes and an understanding of the additional impacts decisions can have. A level of trust is required to invest in the interdependencies providing an investment in sharing knowledge and a commitment to the organisation (Tomkins, 2001). Tomkins (2001) further explains this as a life cycle within the inter-organisational relationships.

In a similar way military personnel bring information from the unit to the office environment. This transfer of knowledge closes the loop and demonstrates the importance of the interdependencies in supporting the war fighter. MIL01 explains how his information from the field directly supports the public servant as well as the military members in the units or on deployment.

When you are part of a system safety-working group, RODUM investigation or something of that nature. There is an appreciation for the end user or someone who is deployed in Iraq; what they need, is this what they want (MIL01).

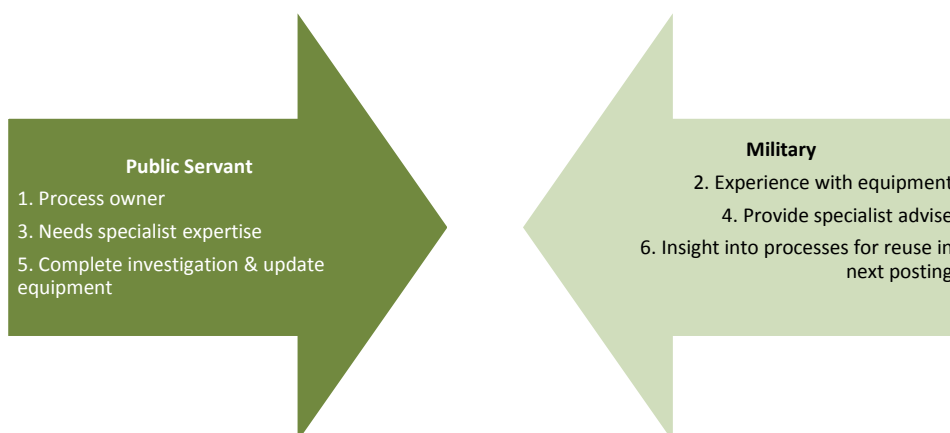
This information is then taken back to the units and shared with other members on the next posting developing a common understanding and a higher state of interdependence

(Tomkins, 2001). The team-based structure of the military provides a conduit to share knowledge (Boies & Howell, 2009). The increased knowledge relates to the units readiness for effective duties.

There is consistent evidence that there is a requirement for strong interdependencies within the integrated environment to ensure support is provided to the war fighter. To quote Rinaldi, “an interdependency is a bidirectional relationship between infrastructures through which the state of each infrastructure is influenced by or correlated to the state of the other” (2004, p. 2).

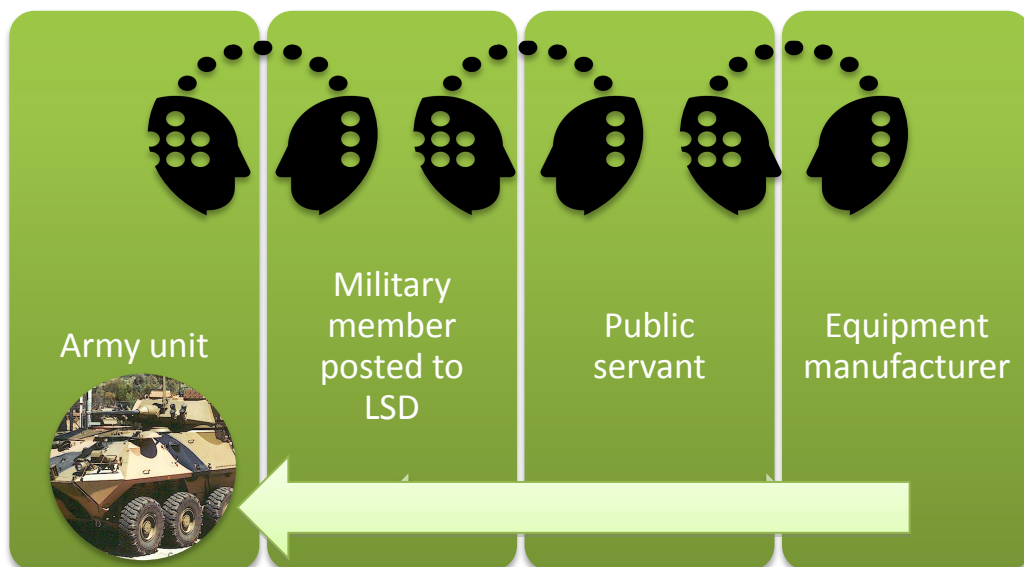
LSD requires the public servants and military personnel to develop reciprocal interdependencies. In the case of a RODUM the public servant owns the systems but the military member holds the intimate technical knowledge of the equipment required as part of the RODUM investigation. Figure 5.2 demonstrates how the information is shared between the two groups until the process is completed. The public servant owns the processes and the military own the experiences and skills with the equipment as well as the understanding of the end users requirements when deployed (MIL01). Additionally, Figure 5.2 demonstrates the teamwork required to achieve daily tasking. This teamwork provides the reduction of barriers and increased flexibility required to create a supportive culture and encourage positive organisational change (McGuire 2002). The sharing of responsibilities creates intrinsic motivation through a level of empowerment through delegations and responsibility. As depicted in Herzberg Two Factor theory (Figure 2.1) teamwork is directly related to challenge, personal growth, autonomy and interest in the task.

Figure 5.2 Reciprocal Interdependence



Whilst figure 5.2 demonstrates the relationship in the integrated office environment there is a further flow of information beyond both of these groups. Figure 5.3 demonstrates how both groups have the additional responsibility of being the conduit of sharing information beyond the office environment. The public servant needs to share information with the equipment manufacturer and the military member is in communication with the Army units. These interdependencies require specialist skills to translate information between the four groups to ensure the Army personnel at the unit get their information to the equipment manufacturer and in turn receive the updated equipment that has the correct fit, form and function.

Figure 5.3 Extended Reciprocal Interdependence



As demonstrated in Figure 5.3, a greater level of communication, interaction and interdependence is required the integrated office environment (Bolino et al., 2002) if they are to provide the equipment and associated data to the war fighter. The four groups listed in Figure 5.3 rely on each other to provide data, share information, enter data, share resources and provide equipment. These groups need to work together as a team to achieve Defence’s organisational objectives. Therefore, both reciprocal interdependence and extended reciprocal interdependence demonstrate the need for an integrated workforce with current knowledge and skills. It could be argued that without the interdependencies of the integrated environment the sharing of knowledge in the organisation would be extremely limited. This not only applies to day-to day-activities but also creates glue that strongly binds the cultures together during organisational change.

5.6 CONCLUSION

This chapter has described how the data directly informs the research questions through the appropriate use of an ethnographic methodology. Themes and evidence identified in this chapter support previous change management research for public servants and military personnel.

Two new concepts have been identified through this research:

- The absence of motivation factors has a negative impact upon change acceptance, without impacting upon the desire to support the military personnel and the organisation.
- The identification of a third group. This group are identified as long-term public servants with more than 20+ years service who have previously been full time military members. This group is identified by the intertwined dual cultures which allows them to move between the two cultures to suit their own personal needs

Finally, three interdependencies were identified during this research. Two that are required for successful organisational change and the last interdependency is required for organisational effectiveness.

Chapter 6: CONCLUSION

Previous studies have focused on change management of public servants or military without investigating how the two cultures interact within the same environment, under the same change phenomenon. Even though Noether (2005) studied change resistance in an integrated Defence environment the focus was specifically on how leaders use culture to influence change. Subsequently this research examines change acceptance in the integrated Defence environment with a focus on the interdependencies that are a result of the organisational change within DoD. The study aims to contribute to the literature by building on existing empirical studies and conceptual works focusing on the relationship between public servants and military personnel.

Whilst the data provided many similarities with previous studies this research examines the more complex relationships within the integrated environment and the interdependencies within the social constructs. Additionally, this study took the relationship between these two groups one-step further and examined the interdependencies and the impact upon the service personnel in units and on deployment.

This study supports a number of propositions discussed in the literature. A number of studies have found that resistance to change is strong in the public service as a result of lack of leadership, poor communication, insufficient training and lack of support. For this research some responses mirrored that of other researchers. Most of the evidence indicates that the resistance displayed by public servants is closely aligned with the absence of motivation factors not the presence of hygiene factors. Previous studies identified in the literature review did not consider how the absence of motivation factors would affect organisational change.

The long-term public servant displayed resistance to change and saw that this was a result of other people's actions or inactions. There is no reflection on their own behaviour. For the public servant who had been in DoD for less than 10 years they did not identify as change resistant, instead they spoke of the benefits and described how the challenges were viewed as new adventures to be embraced and enjoyed. Similarly, military personnel's narrative supported previous studies with supportive leadership, culture, training and vision.

Ex-military public servants speak fondly of their days in the forces with a focus on command and control, the structure in their lives and the strong relationships. Compared to today's situation the same public servants speak of no control, loss of autonomy and a longing for the old days. Instead they concentrate on relationships that continually manifest themselves as negative responses. They still long for their time in the military and firmly grasp this paradigm. Insufficient information exists as to why APS01 and APS03 provided responses that demonstrated they are not change resistant compared to other ex-military long-term public servants. Both were 50+ years of age and served in the military (Navy and Army) for more than 20 years. One is a current Reservist and the other is not. From the demographic data there is no common theme that identifies why their responses are different to their peers.

As expected military personnel provided narratives as described by previous researchers. Military personnel were happy to embrace change, they believed their training; regular postings and relationships prepare them for change. Every member spoke of the strong drive to adhere to the command and control structure and how they are focused on their skills and how to best utilise them at each posting. Furthermore they seek to understand their new environment at posting to ensure they maximise an increase in knowledge. Military personnel clearly understand their role in the integrated environment and they do not need to obtain a deeper level of understanding that is held by the public servants (custodians) of the environment. The multiple cultures in the Defence environment are far more complex than a private company, with a greater range of responsibilities and functions. Their social capital is strong and based on support to their military counterparts in units or on deployment.

It is quite clear that many public servants using CMT-L do not understand it was introduced in line with policy to prevent people working outside their delegations. Very few people identified the correlation between policy and the organisational change. Most saw it as just moving from a paper-based system they owned, to an electronic system that was forced upon them. There is a misconception amongst change resistant public servants that CMT-L is driving policy despite the release of project documentation, LSD directives and policy supporting this. Additionally, leaders did not clearly communicate why the change was introduced subsequently public servants struggled to accept the change.

By examining the change acceptance levels of the two groups and their relationships within the integrated environment, this research has been able to identify interdependencies within the integrated environment and the wider Defence community. Without a strong social capital, understanding of each person's role and specific skills there is potential for a negative impact upon the organisation and decreased support to the war fighter.

6.1 REFLECTIONS ON THEORETICAL FRAMEWORK

As mentioned, this research used qualitative methods to examine the level of change acceptance in public servants and military members in an integrated office environment. For this study I interviewed 22 participants who provided the rich source of data for this research. Additional documents from DoD were used to triangulate the interview data; policy, directives, project documentation, Defence White Paper, Strategic Reform Program, First Principles Review and organisational climate surveys.

Herzberg Two Factor theory was used to analyse the data obtained in the interviews. The combination of theory and an ethnographical methodology provided the cornerstone in which the narrative could be identified to answer the research questions. Herzberg's Two Factor theory has been utilised in a new context. Instead of identifying how the presence of hygiene factors relates to change resistance/job dissatisfaction or the presence of motivation factors relates to job satisfaction, this approach unearthed a direct correlation between the absence of motivation factors and the negative impact upon change acceptance. However the absence of motivation factors did not impact upon the desire to support the military and the organisation.

An ethnonarrative approach supports identification of differences, similarities, customs and traditions that determine the behaviours within the social construct of the integrated environment (Crotty, 1998; Hansen, 2006; Sorrell & Redmond, 1995).

Research Question

1. How do the different public servant and military organisational cultures lead to greater acceptance or rejection of change within the same change phenomenon?
 - a. What evidence is there to support the acceptance/rejection of change in the military culture?

- b. What evidence is there to support the acceptance/rejection of change in the public service culture?
- c. What cultural evidence is there to support the acceptance/rejection of change for public servants who have formally been in the military?

Within the ethnonarrative approach it is important to retain the participants voice to find the meaning of the shared values that are intertwined within the differing cultures with the same organisation (Hansen, 2006). The individual's narrative creates discourse that provides meaning to the social realities experienced.

A strong level of trust is required from the participants to allow the researcher to understand the data without information being lost through the experience of the researcher. The reflexivity of the researcher ensured the language is retained whilst sharing a common understanding of the rich narrative of the story (Briody et al., 2012). As the researcher I was able to draw upon the views and experiences of the participants involved in the change phenomenon to develop a complex understanding of the unique realities (Saunders et al., 2007; Sorrell & Redmond, 1995).

To understand the story behind cultural change Herzberg's Two Factor theory provided a platform to allow me to interpret the data and interpreting how Defence personnel relate to change. The Two Factor theory provided insight in to ownership of system and processes and how both negative and positive responses became viral in the workplace. The negative responses, to change introduced five years ago, demonstrate the strong ties to the absence of motivation factors within the organisation. Conforming to new processes and the loss of ownership over legacy systems are the key drivers to negative behaviours and resistance.

This study identified two distinct cultures, government and military. For the ex-military public servants there was a third underlying culture that was an amalgamation of both government and military. This culture was not overtly discussed and could be identified as '*Militacratia Culture*'. The blending of cultures is derived from the military paradigm that is held and intertwined with today's bureaucratic structure of the public service. In essence a *militacratia* culture is a world where public servants can readily relate to their previous military service within the social constructs of the bureaucracy of the public service environment. There is a longing for the strong leadership and control experienced

in the military as well as comfort in the public service processes of the good old days. For many they are tied between the two realities. For participants, the *militacratia* culture provided a reality where they can move between the past and the current whilst holding on to both identities.

6.2 CONTRIBUTION TO RESEARCH

The findings of this research have compared change acceptance of public servants and military. A link has been identified between the culture of the two cohorts and how the command and control structure along with the bureaucratic structure are interwoven within the integrated workplace. The presence or absence of motivation factors elicited different responses to change. Furthermore the data has informed the search for interdependencies within the relationships of the two cohorts.

6.2.1 CULTURAL RESISTANCE

There is a significant amount of literature on change acceptance of either public servants or military personnel. Very little literature has been identified as to the differences between the two groups within the same change phenomenon and the interdependencies of which have developed.

This study supports the findings of previous researchers examining the affects of change in the organisation with regards to public servants and military personnel. Furthermore this study could align organisational change acceptance with short-term public servants with that of previous research based on private industry. In the main, the findings discussed suggest that there is a causal link between length of time in the public service and acceptance to change. It must be acknowledged that the absence of motivation factors had a significant negative impact upon change acceptance. Whilst there is limited literature on the absence of motivation factors, this research supports Herzberg's idea that a lack of motivation factors does not create dissatisfaction.

Like Noether (2005), this research identified a combined civilian/military environment requires a vastly different approach to that of the private sector. When comparing the two cohorts a third group was identified through the triangulation of data. This group comprises of long-term public servants who have previously served in the military for over 20 years, this group is now referred to as *militacratia* participants. It could be

suggested that *militacratia* participants demonstrate change resistance as they are trapped between two worlds:

1. Their previous life in the military, where they are looking in from the outside, and
2. Their current life as a public servant observing and working alongside the current military personnel.

6.2.2 INTERDEPENDENCIES

As noted in Chapter 5, there is limited literature concerning interdependencies that exists between military personnel and public servants. The inter-relationships form the basis of the social capital with the integrated organisation. On the basis of responses, it is possible to infer that the interdependencies between the two groups is based on the sharing of knowledge and understanding each groups individual skill sets and roles. Three interdependencies were identified, the first two are directly related to organisational change and the last interdependency has developed through the combined workforce:

1. Military can adapt quickly to change and new requirements and assist public servants with creating new norms.
2. Implications of change are not concentrated at the transactional level.
3. Public servants share knowledge of systems and processes that military personnel can take back to the unit and share with others.

There are reciprocal interdependencies between the two groups that support change in the integrated organisation. The extended reciprocal interdependencies flow outside the bounds of the integrated office environment to the Army units and the equipment manufacturers in private industry. The specialist skills of each group feeds into the next to create reciprocal interdependencies to support all military personnel who use Land materiel. This is not just limited to Army; much of the equipment managed by Army is used by other services. The interdependencies highlight the requirement for the blending of the cultures in the integrated environment and further supports any change activity within the organisation.

6.3 LIMITATIONS OF RESEARCH

Although this research contributes to the literature in understanding change acceptance and interdependencies within the integrated Defence environment, there are some limitations to the research methodology adopted for this study.

The use of interviews in an ethnonarrative approach provided cultural knowledge of the participant within the phenomenon. It could be argued that this research was not concerned with the phenomenon and did not provide the validity of the findings against the phenomenon. A phenomenological approach could provide a complementary investigation and a deeper understanding of the truth (Lording, 2013).

Another limitation to the research could be the purposive, non-probability sampling used. LSD has 1284 employees, comprising of 1079 public servants and 205 military and the sampling was not proportionate to the LSD staffing levels as the low number of military personnel could provide disproportionate data and an under representation of military personnel. The interviews did not include users of CMT-L from other divisions who use the tool and was specifically targeting LSD staff in Melbourne who use CMT-L. An extension to the possible pool of participants may have provided additional data that could compare Army, Air Force and Navy personnel and assist in identifying interdependencies across the military environment.

Despite these limitations, the research contributes to the existing knowledge on change acceptance within the public service and military. It makes a significant contribution to understanding organisational change acceptance with an integrated office environment and the flow on effect to the organisation through understanding motivation factors and the interdependencies associated with the social capital of the organisation.

6.4 IMPLICATIONS FOR FURTHER RESEARCH

This study has only focused on one change activity based within LSD.

- It may be useful to undertake other studies of other divisions or services within Defence. The expanded organisation may include and not limited to:
 - Aerospace Systems Division,
 - Maritime Systems Division,

- Electronic Systems Division,
- Defence Science and Technology Group and
- Context of other military organisations.

Additionally, future studies are presented with the following opportunities for further research:

- Interdependencies between public servants and military personnel in the ADF. Examining how the command and control structure or bureaucratic structure supports interdependencies. Furthermore how the social capital of the two groups impacts or supports the interdependencies.
- Specific personal characteristics of military personnel and public servants based on gender, age and tenure in position would provide further insight into the different change acceptance responses identified in this study. It would be important to identify any personnel whose behaviour was not consistent with this research.
- *Militacritic* personnel. This group have not been previously identified and potential subjects include:
 - What effects does military training have on conditioning ADF personnel?
 - Is age or length of service a factor?
 - How does the ADF transition their members into the mainstream community?
 - How does the command and control translate into the working life of public servants?

Finally, additional research is needed to study the military Reservist role in organisational change:

- Insufficient information exists about the Reservist's ability to adapt to change and their role within the public service;

- This includes public servants who are active or inactive Reservists.
- Reservists who undertake continuous full time service in an integrated office environment.

In summary further research is required to study organisational change in the integrated workforce. Various studies are required to further understand the complex nature of the integrated environment.

6.5 SUMMARY

This research presents the findings of a study on the different levels of change management acceptance in military personnel and public servants. From this data, interdependencies were identified and a new cultural sub group was discovered, *militacratic* culture, that spans across the military and public service.

Chapter 1 provides a background to the topic and the importance of change management and culture within the integrated organisation. In addition, the research problem was articulated.

Chapter 2 reviewed the literature associated with organisational change for public servants and military personnel. The literature review provided the basis of the study.

Chapter 3 explains in detail the methodology adopted to guide the research process for this study.

Chapter 4 presents the findings of the research ensuring the narrative of the participant is retained. This chapter describes the rich data provided by the participants that is used for analysis.

Chapter 5 describes how the data directly informs the research questions and the implications associated with culture and the resultant interdependencies.

The findings of this research are implicit in Chapter 4 and described explicitly in Chapter 5 as change acceptance themes, defining change, how change affects the individual (including leader support, motivation and affects on the organisation), culture (including social capital), group relationships and lastly the underlying interdependencies.

In line with predictors, public servants and military personnel provided responses consistent with previous studies. It was noted that length of time in the public service has a direct correlation to change resistance and intrinsic motivation. The identification of the *militacratia* culture examines the challenges faced by the ex-military public servant whose paradigm is strongly associated with their previous military role whilst living the culture of the public servant. Beyond the organisations multiple cultures resides the interdependencies required to support the military organisation.

APPENDIX 1 REQUEST FOR VOLUNTEERS

Subject: Invitation to participate in research thesis.

This invitation is for LSD, CMT-L users based in Melbourne. All other CMT-L users may disregard.

Dear colleagues,

I am entering my research phase of a Doctor of Business Administration at Federation University under the supervision of Dr Patrick O’Leary. My thesis is titled; *“Organisational Change in Department of Defence: A comparison of change management acceptance and interdependencies between military and non-military personnel.”* The study will gain a better understanding of organisational change for military and public servants, similarities and differences within the same organisational change. The research will investigate the individual’s experiences and understanding of organisational change as a result of the introduction of CMT-L.

I have gained permission from Head Land Systems Division (Major General Paul McLachlan) to utilise LSD resources for this research. I ask if you could spare one hour of your time to participate by completing a demographic profile and attending an interview answering eight questions about this project. If you would like to participate please contact me by email or phone to express your interest. Participation in this research is purely voluntary and all volunteers will remain anonymous. The information gathered will be used solely for the purpose of this research.

Thank you for your support and assistance. I look forward to sharing with you the lessons gained from this study.

Kind regards,
Ann Leonard

APPENDIX 2 DEMOGRAPHIC PROFILE

APS

This section requests your demographic details such as age, gender and employment status.

Please tick ✓ one box for each question

- Q1. Gender: a) Male b) Female
- Q2. Age/years:
- Q3. APS classification: a) APS4 b) APS5 c) APS6 d) EL1
e) EL2
- Q4. Title of current position:.....
- Q5. Years working in Defence: a) 1-5 b) 6-10 c) 11-15 d) 15-20
e) 20 +
- Q6. Years in your current position: a) 1-5 b) 6-10 c) 11-15 d) 15-20
e) 20 +
- Q7. Have you previously been a military member? a) Yes b) No
- If yes how many years were you in the military? a) 1-5 b) 6-10
 c) 11-15 d) 15-20 e) 20 +
- Q8. Are you a current Reservist? a) Yes b) No
- Q9. Please provide details of any other aspects of your employment that you believe may be relevant to this research.

.....
.....

Thank you for your contribution

MILITARY

This section requests your demographic details such as age, gender and employment status.

Please tick ✓ one box for each question

Q1. Gender: a) Male b) Female

Q2. Age/years:

Q3. Rank:

O.R. a) PTE b) LCPL c) CPL d) SGT e) SSGT f) WO2
d) WO1

Commissioned: a) LT b) CAPT c) MAJ d) LTCOL e) COL

Q4. Title of current position:.....

Q5. Years working in Defence: a) 1-5 b) 6-10 c) 11-15 d) 15-20
e) 20 +

Q6. Years in current posting: a) 1 b) 2 c) 3 d) 4 e) 5 +

Q7. Please provide details of any other aspects of your employment that you believe may be relevant to this research.

.....
.....

Thank you for your contribution

APPENDIX 3 INTERVIEW QUESTIONS

At the commencement of the interview the participant was advised that the responses to the questions are to be based around their experiences with organisation change as a result of the introduction of Configuration Management Tool – Land.

- Q1. How do you identify when change starts and ends?
- Q2. Do you understand the effect change will have on your work? Explain.
- Q3. Explain how you respond to change. Positive and negative.
- Q4. To what extent does change have clear leaders/managers? How do they react to resistance?
- Q5. Can you identify someone who is a champion for change? Explain.
- Q6. How does change affect the SPO you work in?
- Q7. How does change benefit the organisation?
- Q8. Is a cultural change required to implement organisational change? Explain why or why not.
- Q9. Explain how change is aligned with the underlying culture of the organisation? To what extent to informal systems support change?
- Q10. To what extent have structures and systems been altered to institutionalise change?
- Q11. What dependencies exist between APS and military personnel within the organisational change?

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