IMPACT OF ORGANISATIONAL DESIGN ON ORGANISATIONAL EFFECTIVE-NESS AND EMPLOYEE ENGAGEMENT IN A CORRECTIONS ENVIRONMENT

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ABSTRACT

The purpose of the study was to determine if organisational design has an impact on organisational effective-ness and employee engagement in a corrections environment. The study entailed review of literature to es-tablish if organisational design had an impact on organisational effectiveness and employee engagement. This was supported by primary research in form of interviews which were conducted with previous employees of the Department of Correctional Services to confirm if they had the same understanding as that established in the literature review, furthermore, the interviews established if the organisational design had an impact on organisational effectiveness and employee engagement in a corrections environment. A literature study con-ducted sufficiently demonstrated that organisational design has an impact on organisational effectiveness and employee engagement. The participants of the interviews, through their opinions, confirmed that organisa-tional design had an impact on organisational effectiveness and employee engagement in a Corrections envi-ronment. Furthermore, organisational design was seen as an enabler of the 4th Industrial Revolution (4IR) and the United Nations Sustainable Development Goals of 2030. The Corrections environment was severely im-pacted by the Covid19 pandemic and participants who were closely exposed to the Covid19 pandemic felt that organisational design can enable Corrections to manage future pandemics better.

Key Words
Corrections environment, Employee engagement, Fourth Industrial Revolution, Organisational design, Organi-sational effectiveness, Performance, Sustainable development.

INTRODUCTION

The Department of Correctional Services (DCS) is tasked with the safe keeping of inmates and rehabilitation of sentenced offenders, ensuring that they return to society as law-abiding citizens. Taking care of at least 140 948 inmates with 42 431 officials. (Department of Correctional Services, 2020). The department needs to com-ply with various legislation, government programmes and stakeholders' requirements, making the Corrections environment complex.

The purpose of this research paper is to contribute toward better corrections management by highlighting

tools that have a positive impact on the workplace for the correctional official and create value for the country through establishment of frameworks that make organisations effective. The Sustainable Development Goal (SDG) 16.6 and 16.7 advocate for accountable, effective, transparent, and inclusive institutions (United Nations, 2015). Furthermore, the Covid19 pandemic left behind new ways of living and working, such as hybrid work, it also fast-tracked use of various technologies including machine learning, drones, and virtual and social media.

The researcher believes that organisational design when used appropriately has an important place in all organisations and effective use thereof will result in greater achievement of strategic objectives in a manner that is efficient, effective and contributes towards employee engagement, improves economic situation of individuals, organisations and society as a whole. It will assist with responses to disasters and risks as well as channel use of 4IR in a positive manner.

LITERATURE REVIEW

Organisational Design

The purpose of organisational design is to allocate roles and responsibilities in order to execute mandates of any organisation regardless of the nature and size of the organisation. Organisational design can be traced to the bible on Exodus 18 V 17 to 27, back in the days of in Jethro, the father-in-law of Moses who allocated jobs to Jews in groups of 10, 20, 50, 100 and 1000. These jobs had roles and responsibilities as well as managers that oversaw the execution thereof (Visscher & Fisscher, 2012).

Onday states that the Sumarans, were the first to keep records of management practices on division of labour and supervision as early as 5000BC (Onday, 2016).

Shaka King of the Zulu's ascended into power between 1816 to 1828, and organised his army into regiments. Furthermore, the Zulu tribe was well organised with rules that were binding to everyone. There was clarity of where people and things must be positioned within the village, depending on your gender, status, profile, and family status. This organisation according to Krige extended to places where cattle and goats were kept (Krige, 1965, pp. 42 - 43).

The lens to see organisations as scientific began in the early days of Frederik Taylor between 1900's to 1930's, this evolved to rationale and bureaucratic methods that made peoples rationality to be seen as objective to a point of almost being mechanical (Carus, 2011). The contingency theory followed in the 1950's and from the 1930's to 1970's emerged what Carus terms natural systems, where in the focus moved to people, with organisations seen as a collection of people whose actions collectively achieved the objectives of an organisation. Carus further states that 1960's saw opening of global markets followed by open systems and complexity of organisations, this led to focus on understanding environments organisations operate in as well as leading teams (Carus, 2011).

Galbraith advocated for organisational design that was influenced by Chandlers in 1962, chandlers believed that structure follows strategy. The law of requisite variety in 1956 meant that the number of units in an organisation must increase to match the number of stakeholders. This was followed by the third industrial revolution that then required organisational design to enable implementation of technology (Gailbraith, 2012, p. 3).

Alter believed organsational design is a tool to identify all components of an organisation, understand how various individual potential and actual behaviours impact on each other through organisational systems and result in better performance. Organisational design is about integration and co-ordination of all elements that exist in an organisation to achieve the goal of the organisation to the maximum with minimum inputs (Alter, 2010).

Organisational Effectiveness

Organisational effectiveness is a product of all disciplines in an organisations and Robbins believes these disciplines are not limited to finance, marketing, production, human resources and operations management. Clarity

of roles and responsibilities together with efficient allocation of resources results in better functioning organisations. Effectiveness means maximum use of resources with minimum slack as well as the required flexibility or agility to respond to ongoing changes in the environment (Robbins, 1987, pp. 26-27).

A proliferation of studies on organisational effectiveness in the 1950's and sixties resulted in identification of 30 measures of organisational effectiveness. These according to Robbins factored "Inputs, Processing and Outputs" (Robbins, 1987).

Efficiency relates to use of inputs in relation to outputs, however effectiveness consists of how outputs have been achieved to achieve overall intended goas of an organisation. Hauswirth compares this to the building of pyramids which made use of 100 000 people for a period of 20 years, supported by management principles of strong planning, organising and control to achieve success. (Hauswirth, 2006). The extent to which individuals define their activities and structure them in a manner that integrates with other resources in a manner that achieves common goals of an organisation, in addition to the causal link of these activities and other resources provides for relevance to the organisation and its existence is organisational effectiveness. Hauswirth asserts that both efficiency and effectiveness are difficult to measure, furthermore, public sector institutions do not have clear tangible outputs with respect to quality or quantity with some issues being very subjective with little or no value add (Hauswirth, 2006).

Organisational economics enables identification of costs and benefits associated with running an organisation in line with the organisational philosophy (Onday, 2016, p. 38940).

Employee Engagement

Employee engagement is when an employee positively associates with the workplace, has a sense of self-worth and belonging, this enables the employee to give themselves in their entirety including, psychologically to the workplace and staying longer with the organisation (Rothman & Baumann, 2014, p. 516).

Smith and Marckwick believe work that has meaning, opportunities for learning and growth, recognition, respect, assertive relationships, clarity of roles and responsibilities, communication, is bound to create an environment that is fertile for employee engagement. Productivity in the workplace is said to have a high correlation with employee attitude, their attendance and turnover (Smith & Marckwick, 2009).

Department of Correctional Services

The mandate of the Department of Correctional Services (department) as an organ of the state and its primary purpose is to give effect to the Correctional Services Act 111 of 1998 as amended (Department of Correctional Services, 1998). The act was promulgated to contribute to a peaceful and safe society by enforcing sentences of the courts, detaining all prisoners in accordance with human dignity and promoting social responsibility and human development of all inmates (Department of Correctional Services, 1998).

The Department of Correctional Services is accountable for safe keeping of inmates, rehabilitating, and returning these inmates to society as law abiding citizens. The department gets its funding from the fiscus and accounts to Parliament through the Minister of Justice and Correctional Services. Parliament is assisted in its duties by various structures such as Parliamentary Committees, National Council of Provinces, Portfolio Committee and SCOPA.

The department delivers its mandate through, 243 Correctional Centres, 218 Community Corrections Offices, Six Regional Offices, 46 Management Area Offices, and One Head Office (Department of Correctional Services, 2020).

In the financial year 2020/21 the department housed 140 948 inmates, had 60 763 Community Corrections caseloads, considered 52 275 cases through Parole Boards. This was managed with 42 431 officials and a budget of R 27 billion (APP 2020/21). During this time least 72 % of the budget was used for compensation of employees.

The department has infrastructure in form of 21 correctional centre farms, 115 small agricultural sites, 13 fruit

production farms, 17 milk production farms, 19 red meat production farms, five small livestock farms, three broiler farms, seven-layer farms, one red meat abattoir, three white meat abattoirs, and 15 piggeries. Furthermore, there are nine bakeries, 10 wood workshops, 10 steel workshops, 19 textile workshops, one shoe factory and one lock and key manufacturing (Department of Correctional Services, 2020).

The department is accountable for implementing all relevant legislation and regulations. This means legislation relating to criminal procedures, human rights, education, health, children, women as well as other programmes of the state need to find expression in the work of the department. Included in all these responsibilities is engagement with stakeholders which include National Treasury, Department of Public Service and Administration, other government departments, international bodies, state owned entities, inmates and their families, Non - Governmental Organisations, Civic Bodies to name a few.

Section 35 of the Public Service Regulations 2016, requires that the Minister reports to the Public Service Administration on the effectiveness of the department's internal systems and processes (Department of Public Service Administration, 2016).

The Corrections environment as detailed above is complex and is also impacted by the external environment in that the nature of crimes committed that, require inmates to be rehabilitated from and the type of inmates admitted in corrections come from the society at large. Corrections operates every day of the year which results in the need for officials being on duty 24 hours a day, seven days a week and 365 days a year.

The government of South Africa exists in three spheres, namely National, Provincial and Local and these spheres are said to be distinctive and interdependent (Department of Public Service and Administration, 2003). The Department of Correctional Services is a national department that is responsible for policy and implementation of Corrections at all three spheres of government.

The main challenges of the department are said to be overcrowding, appropriate skills to implement rehabilitation, appropriate technology, appropriate facilities, gangsterism, and budgetary constraint (Department of Correctional Services, 2019).

Providing rehabilitation in a corrections environment requires a broad base of skills such as security officials, nurses, doctors, teachers, psychologists, engineers, and social workers to name a few.

The department moves inmates from one area to another within the facility in order to provide meals, ensure inmates get their daily exercise or attend to education and rehabilitation programmes. There are additional movements primarily to hospitals and courts and in some instances, there are external visit to family on exceptional circumstances such as the death of a close family member of an inmate. There are logistics in the delivery food stuff and other materials for cleaning, agriculture and manufacturing as part of rehabilitation programmes. All movements inside and outside the corrections environment need to be done within the appropriate levels of security in form of escorts at all times.

On a daily basis new inmates are received from the courts and those ready for release are released into the respective communities. In Remand Detention centres, inmates are transported to and from courts on a daily basis.

Once offenders are rehabilitated and their sentences have been fully served, they are expected to be reintegrated back into society. In some instances, offenders are granted presidential pardon and return to society. When inmates are released into society, they are supervised over a period of time to ensure they continue to be law abiding citizen and comply with the requirements of their release.

Sustainable Development Goals

The Sustainable Development Goals developed by the United Nations supports transformation of all countries through achievement of 17 sustainable development goals (SDG's). The researcher identified this research to fall within SDG 16.6 which aims to achieve effective and accountable institutions at all levels, and SDG 16.7 that supports participatory, inclusive, responsive and representative decision making at all levels (United Nations, 2015).

4th Industrial Revolution

Schwab states that the first industrial revolution was on mechanisation of means of production, the second entailed electrification of these means of production, the third was on introduction of technology and the fourth industrial revolution is on fusion of all these technologies as well as inclusion of people and environments (Schwab, 2016).

The 4th Industrial Revolution (4IR) will fundamentally change the way humans live and work, such changes are already in place in form of artificial intelligence, self-driving cars, virtual assistants, drones, robotics, block chain technology, and internet of things (Schwab, 2016).

Get Smarter believes that at least 40% of the workforce will need to be re-skilled as a result of the 4IR (Get Smarter, 2021). PwC believes the 4IR will improve the economic environment resulting in growth that is driven by productivity and efficiencies (PwC, n.d.).

Hypothesis:

H1: Organisational design has an impact on organisational effectiveness.
H2: Organisational design has an impact on employee engagement.
H3: Organisational design has an impact on organisational effectiveness in a corrections environment.
H4: Employee engagement has an impact on organisational effectiveness in a corrections environment.

Research Methods

The maturity of a researcher is demonstrated by their ability to use different paradigms in their research (Sefotho, 2015) A research emanates from a broad area of interest that a researcher wishes to undertake (Babin & Griffin, 2015).
Scholarly articles in the area of the researcher's interest are read in order to provide the researcher with content, context, the idea behind the research and the problem (Saunders, et al., 2007, p. 82).

A conceptual framework assists the researcher to make correct choices for their research resulting in credible research that complies with research ethics and can be verified (Jackson, 2015, p. 60).

The researcher's ontology is positivist with an interpretivist approach, and pragmatic epistemology. This is as a result of having worked in environments that demands objective and factual information regardless of the sentiments of the praxis.

Qualitative research is based on theory associated with the study, as well as beliefs of those involved in the study (Lapan, et al., 2012, p. 69).

This is qualitative research with a mixed method approach in that it made use of primary and secondary data. The researcher used secondary data to understand why organisational design, organisational effectiveness, employee engagement, Fourth Industrial revolution and Sustainable Development Goals were. Furthermore, the researcher sought to establish if organisational design had an impact on organisational effectiveness and employee engagement from a literature point of view.

A questionnaire to validate the variables of organisational design, organisational effectiveness, employee engagement and 4IR was developed   in order to conduct primary research.

Sampling for secondary data was based on the researcher's epistemology, and therefore meant reviewing of documents, journals and internet articles that are relevant to the interest area of the study. The researcher therefore made use of a non-probability and purposive sampling showing bias towards documents and information that provides for content and context on organisational design, organisational effectiveness, employee engagement and corrections.

Sampling for primary data was also non probabilistic and purposive. The population universe consisted of Correctional Services as the primary custodian of corrections in South Africa. The sample consisted of previous employees of the department who had worked at management level and had exposure to organisational de-

sign, organisational effectiveness and employee engagement, who were solicited to participate in the interviews.

Greg Guest, Arwen Bunce, and Laura Johnson, concluded that when conducting interviews, guidelines for non-probabilistic samples were non-existent. Use of purposive sampling in non-probabilistic sampling relied on saturation which provided little guidelines on sample size estimation. Guest et al, conducted research to establish the degree of saturation and on non-probabilistic sample sizes for interviews and found that saturation occurred at 12 interviews, though themes started emerging from as early as six interviews (Guest, et al., 2006).

A list of 50 ex-employees was purposively developed through the researcher's knowledge of people that had worked for the department. Included in this list was additional names solicited through a snow balling effect through referrals from participants. Of these 50 ex-employees, 13 were willing to participate in the interviews. The participants were provided with consent forms prior to the interviews and they were afforded anonymity and ability to withdraw their consent at any time.

The research instrument consisted of a questionnaire which was developed from the literature review on organisational design, organisational effectiveness, employee engagement, 4IR and Sustainable goals. The questions consisted of open ended, closed questions as well as a Likert scale of 5 points, namely, Strongly Disagree, disagree, neutral, agree and strongly disagree. The questions addressed the four hypotheses stated above.

The questionnaire was tested with the first participant for validity before being used on the rest of the participants. This enabled the researcher to refine the questionnaire and ensure that it does not take more than 30 minutes to administer the questionnaire, factoring that the participants were senior ex-employees of the department and had time limitations.

The interviews were conducted on appointment and through What's up calls or cell phone due to COVID19 pandemic protocols. The Covid19 pandemic protocols were relaxed during the information gathering process and two of the participants preferred face-to-face meetings, and they were granted their preference. This did not have any impact on the study in that the same amount of time was taken and the questionnaire was also the same.

The average age of the participants was 58 years with a median age of 60 years. Male participants consisted of 54% with the balance of 46% being female. The participants had worked for the department of correctional services for an average of 17 years with a median of 19 years

The average number of years participants worked in a corrections environment was 17 years, with a median of 19 years. The range was between three years and 33 years.

The logic of the questions seeked to first find out if participants had the knowledge of organisational design and organisational effectiveness and the follow up questions established the opinion of the participant on the impact of organisational design on organisational effectiveness as well as their opinion of the impact of employee engagement on organisational design in a corrections environment.

Understanding of organisational Design

Question: Do you have an understanding of organisational design?

Response	No of respondents	Percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	0	0
Agree	5	38
Strongly Agree	8	62

Source: Researcher

The table above shows that all participants accepted that they have an understanding of organisational design, with at least 62% chosing the option of strongly agree. None of the participants doubted their knowledge of organisational design.

Understanding of Organisational Effectiveness

Question: Do you have an understanding of organisational effectiveness?

Response	No of respondents	Percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	1	8
Agree	9	69
Strongly Agree	3	23

Source: Researcher

With respect to organisational effectiveness, eight percent of participants choose the neutral option, 69% choose the agree option with 23% stating they strongly agreed that they have an understanding of organisational effectiveness as demonstrated in the table above.

H1: Organisational design has an impact on organisational effectiveness.

This hypothesis was supported by literature review which demonstrated that organisational design as a tool for organisational effectiveness can be traced back to the Sumarians in 5000BC, who made use of management principles, to the days of Moses, where in his father in law, Jethro allocated roles and responsibilities as well as management thereof as stated in Exodus 18 verse 17 to 27 (Visscher & Fisscher, 2012), to Adam Smith in the production of a pin through specialisation, the building of pyramids in Egypt, Roman and Zulu wars in 1828 (Krige, 1965) to name a few. What all these have in common is that they were organising with a purpose to ensure that the manner in which people and resources are structured enables the effectiveness of their interventions or organisations.

Literature review therefore demonstrates that organisational design has been used for generations as a tool for efficiencies and effectiveness. The strength of organisational design as a tool for organisational effectiveness is based on organisational design being able to define roles, responsibilities, provide for processes and procedures, enable allocation of resources in a manner that achieves organisational strategy and vision.

Hauswirth, believes new and re-organised organisations are more efficient and effective, and this could be attributable to fresh organisational design initiatives and organisational effectiveness is witnessed through growth of companies, better work opportunities, resilience to recession and better economies (Hauswirth, 2006)

H2: Organisational design has an impact on employee engagement

Work that has meaning, transparency, communication, recognition, meaningful relationships, rewards and recognition and inspiring leadership are amongst the issues stated as important for employee engagement to be realised. Organisational design enables ease of implementation of all of work-related activities.

There was a repeated literature on the need for clarity of roles and responsibilities and communication in order to achieve employee engagement.

The Insights Group stated that employee engagement was at the top of mind of business executives as a result of sentiments of satisfied employees are believed to be responsible for better business results (Insights Group Limited, 2014).

Engaged employees are said dedicated to their work and tend to and perform 20% better than their unengaged co-workers, they easily contribute positively to efficiencies of an organisation resulting in improved bottom line (Smith & Marckwick, 2009, p. v).

H3: Organisational design has an impact on organisational effectiveness in a corrections environment.

In response to a close ended question soliciting the opinion of the participant on the impact of organisational design on organisational effectiveness, 92% of the participants answered **Yes**, with eight percent answering **No**.

An open-ended question to solicit the opinion of the participants on the impact of organisational design on organisational effectiveness, participants agreed that organisational design if done correctly has an impact on organisational effectiveness. This was supported by the opinion that corrections are a command-and-control environment with a need for clarity of roles, responsibility, resources, logistics, and order, which was provided through organisational design. Ensuring safety for inmates and officials as well as implementing rehabilitation for thousands of inmates under incarceration resulting in effective corrections was said to benefit through effective organisational design.

Corrections is responsible for vast resources in form of infrastructure, officials and funding and the ratio of use of resources in relation to their inputs assists in achieving an effective corrections environment.

Participants agreed that the high-risk nature of the environment with respect to the profile of people held in corrections meant that correct allocation of resources in form of all categories of security personnel, rehabilitation officials, associated tools of trade and other resources could benefit from use of appropriate organisational design.

Organisational design was said to have a potential to assist the department resolve issues of appropriate number of officials in the correctional centre, avoidance of duplication of functions, role overlaps, ability to ensure that specialisations such as nurses, doctors, psychologists are available in required numbers at the right time and logistical requirements are supported accordingly. Participants felt that corrections environment had a lot of processes that needed to be implemented and this included a core process of "Admission and Release" which required sufficient allocation of resources at all times. One participant stated that "if a correctional centre is not staffed correctly a lot of things can go wrong." Another participant stated that "if organisational design is not done correctly, the department can have all the best people with the best emotional quotient and intelligence quotient and still achieve nothing."

The participants felt that the impact of organisational design is not always positive and the manner in which organisational design was implemented had the ability to make or break an organisation. This sentiment was echoed by Josh Bersin, who stated that organisational design approaches that are agile, provide clarity of accountability resulting in response to changes in the environment in a manner that includes the employee (Josh Bersin, 2022).

H4: Employee Engagement has an impact on Organisational Effectiveness in a Corrections Environment.

Question: Is Employee Engagement a Necessity in Corrections Environment?

Response	No of respondents	Percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	0	8
Agree	2	15
Strongly Agree	11	85

Source: Researcher

The table above shows that the option of strongly agree that employee engagement was a necessity in a corrections environment was chosen by 85% of the participants 15% opting for the agree, option. This resulted in one hundred percent acceptance that employee engagement is a necessity in a corrections environment.

In response to an open-ended question on why employee engagement was a necessity, participants stated that corrections are a security high risk environment that houses thousands of convicted criminals and those inmates awaiting trial, as a result security and safety is not only important to officials but to society as a whole. One participant stated that "a united employer and employee relationship that is supported by the unity of purpose was necessary to avoid exploitation of cracks by inmates".

The researcher believes disengaged employees in a corrections environment may result in employees unconsciously enabling inappropriate conduct to inmates. This can be detrimental to the official in question and the corrections environment as a whole.

Participants expressed that Corrections requires that officials work as a team at all times with one participant stating that "taking care of offenders is a massive responsibility that should include the community in order to mitigate harm to officials and the community."

Rehabilitation is heavily dependent on the correctional official being a role model and organisational design was believed by participants to provide clarity of roles and responsibilities, resources, capacity and capability in support of the vision of the department which states that "To be the Best Correctional Services for a Safer South Africa" (Department of Correctional Services, 2021).

The researcher makes a deductive conclusion that issues required for employee engagement to take place are issues that are made possible through organisational design, and these issues are also responsible for organisational effectiveness. As such employee engagement has an impact on organisational effectiveness. Focusing on employee engagement should be part of the equation of organisational design.

Opinion and Analysis

Organisational design is a tool that enables organisations to define roles, responsibilities, accountabilities, links with systems, technology, infrastructure and related resources of an organisation. Metaphorically, it can be likened to town planning in a city. Whilst organisations can function without organisational design, literature review shows that employee engagement and organisational effectiveness can be achieved through organisational design.

Efficiencies are specific to interventions and address various aspects of organisations, and organisational effectiveness is the sum total of all efficiencies in an organisation and results in the achievement of the strategic objectives of an organisation.

Corrections has multiple stakeholders with competing needs as well as a societal duty to rehabilitate convicted criminals to law abiding citizens through use of available resources. In a security high risk environment that depends on people to ensure that rehabilitation takes place in a safe and secure environment for all concerned, Sufficient and efficient allocation of resources is critical. Rehabilitation programmes that need implementation are many, inmates have needs that differ from one individual to the next, some have special needs such health or learning disabilities that require extra resources. Human beings are naturally unpredictable and inmates are not different. This makes management of a correctional facility challenging, this challenge becomes worse in a maximum-security correctional facility and is compounded at management area, regional office and head office as such complex. Information, communication, operations and strategies required to consolidate actions and outcomes of all these levels need robust organisational design that is supported with technology.

Organisational design in corrections is not only a tool for organisational effectiveness, it is a tool for providing guidelines for discipline, order, safety and security a fair chance for officials, inmates and society as a whole. In a country where rehabilitation is an important aspect of corrections, offenders and society become part of the same ecosystem in that sentenced offenders are incarcerated in corrections and rehabilitated offenders are released into the community; this makes it critical for corrections to be effective. Corrections depends on officials for rehabilitation and engaged officials are key to successful rehabilitation. Corrections therefore needs to make organisational design an ongoing tool for managing corrections up to correctional centre level.

The 4th Industrial revolution has introduced a world that is interconnected from all aspects resulting in real time speed of execution of tasks in some industries. The need for ongoing clarity of what needs to be done to

achieve organisational objectives in an effective manner, in a world that is moving at Realtime is a challenge that organisational design promises to overcome if used intelligently.

Corrections as part of its efforts to modernise itself, continues to adopt technologies that improve the manner in which work is conducted with the department stating that it is improving security technology systems in correctional centres and the Integrated Security System, amongst other technologies implemented by the department (Department of Correctional Services, 2020, p. 14). Some participants felt that organisational design will play a critical role in the seamless integration of various technologies and officials in the corrections environment. A participant expressed an opinion that automation can benefit corrections immensely and can reduce turnaround times of signature of strategic documents from six months to 3 hours, factoring the number of times a strategic document can be returned for corrections as well as logistics associated with delivering the document to those on the route list.

The vision of a transformed world as envisaged in the United Nations Sustainable Development Goals 2030 will can benefit from use of robust organisational design. The processes to design organisations are consultative in nature, they are focused on effectiveness and accountability as such ideal for achieving SDG 16.6 and SDG 16.7

Participants stated that contributions of 4IR were said to be more impactful in error reduction as well as fairness factoring that technology does not discriminate in a corrections environment.

Factoring the complex nature of corrections as described above, the researcher believes organisational design cannot be an event in corrections, it should be ongoing and must form part of ongoing operational and strategic management reporting of the department.

Conclusion

The research provided sufficient data for the researcher to make assertions that organisational design has an impact on organisational effectiveness and employee engagement.

Organisational design can provide clarity of work and better allocation of resources, something that is stated to be of importance in a Corrections environment, factoring that the corrections environment is high risk, complex and dynamic with multiple stakeholders.

Employee engagement was said to be a tool for organisational effectiveness in a corrections environment, factoring that team work and discipline was necessary for ensuring safety. Furthermore, organisational design was recognised by participants as a tool to better transition corrections into 4IR.

Organisational design if used appropriately can contribute to engaged employees who have a positive outlook to their work, resulting in effective organisations that can easily leverage on technology, better economies and achievement of and better livelihoods for all.

Acknowledgment

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