

**THE EFFECTS OF GROUP RESISTANCE  
ON CHANGE IN A CHEMICAL INDUSTRY IN THE  
VAAL TRIANGLE**

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**To my parents, Pete and Charmaine Scully, who encouraged my critical thinking process from a very early age.**

**To my husband, David, who supported me throughout the process.**

## **PREFACE**

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# CHAPTER 1

## INTRODUCTION AND SETTING THE PROBLEM

### 1.1 INTRODUCTION

The organizations of today have reached a point where unless they can adapt to the changing environment continually, they are in danger of not surviving within the competitive industrial market. This is especially applicable in the South African Labour context and Bendix (1996:573) says the following in this regard:

“Having been isolated - and, in a sense, protected - for so many years, South African organizations now find themselves out of step with new global practices, some initiated as far back as the 1950's. Thus South African business has to change and, although this may seem to be paradoxical, has to change *fast* if it is to survive at all.”

Further, Bendix adds that extended change is inevitable, due to the concern with democratic practices as well as from global social change which has taken place. She is of the opinion that work place developments need to be viewed within this broader context of global change, and that failure to do this will lead to South African organizations being “. . . blinkered by changes in their own microcosm, so that the organizational change becomes narrowly directed towards meeting local socio-political, economic and legal demands”. Bendix proposes in this regard that South African managers focus beyond immediate contingencies and circumstances, become proactive and undergo a radical paradigm shift if they want to succeed in becoming winning organizations.

Because change within the **organizational environment** occurs so rapidly, adaptation to continual change within organizations is essential in order to deal

with this environmental change (Huse, 1980:18). This is going to be essential if South African organizations are to replenish what has been lost during the years of isolation. From this discussion, it is clear that adaptation to continual change is essential to organizational survival. This essential ability to adapt to continual change is also probably an aspect which creates the most resistance within organizations. Puth (1994:126) states in this regard that it is human nature to resist change which makes resistance to change a natural phenomenon inherent within all humans. It can be assumed that since humans are the building blocks of the various groups found within organizations, one could say that it becomes natural for **group resistance to change** to occur within organizations as well (see chapter 2, section 2.2.5 for a definition of terminology). A group as an entity can resist a change collectively. It is this group resistance that is the key focus of this study and will be analysed with regards to its causes, effects, and utilisation possibilities.

When discussing the consequences of **group resistance** for the organization, one could assume that they will be complex due to the above mentioned collectivity being involved. Von Stackelberg (1995:1-6) says that resistance is a continuous problem, both on an individual and organizational level, which occurs as a result of a need to change. He is of the opinion that the relationship between individual and organizational resistance is important due to the fact that organizations function as systems of relationships, leadership, technology and work processes where organizational behaviour results from the interaction between the above. Further, he says that **increasing resistance** can develop if the individuals (and groups) create an environment in which resistance to change is normal. Gerber *et al.* (1995:375), are of the opinion that, although management and workers (who represent a form of organizational groups) are interdependent, they are in conflict. This poses a problem due to the fact that change is vital to survival of organizations, inevitable within organizations functioning as systems, and yet inherently resisted. The human element (of which organizational groups are composed) that is necessary to run these

organizations will resist these essential and inevitable change processes, both on worker and on management level.

In the previous discussion, two terms, namely resistance and conflict, are discussed. It is, therefore, necessary to clarify the connection between **group resistance** and **group conflict**. One can say that various groups found within the organization have varying collective perceptions concerning certain aspects. These varying perceptions cause the groups to be in conflict with one another regarding the point of contention. This conflict can take on many forms, including disagreement regarding a change decision. The moment two groups are unable to make a common decision they are in conflict and the one group will begin to resist the other regarding proposals and actions to promote the necessary changes. The concept of groups and intergroup processes is fully discussed in chapter 3, section 3.3.3 and 3.3.4. The reader is referred to this section for complete details.

Another aspect of group resistance that should be pointed out is that group resistance can be perceived as having a positive effect by the desired change initiator group, however the perception of the receiver group will be that of having a negative effect. This scenario of resistance will be true if resistance is viewed as being a pressure applied to gain a group need, by either of the above mentioned parties (this aspect is covered in chapter 2, section 2.2.1). The researcher is of the opinion that resistance can be viewed not only as an aspect which can be experienced to combat a change, but as an aspect which can be applied for group gain, where resistance is used to initiate a desired group change. An example of this can be seen in the fact that trade unions (as an organizational group) can apply resistance within the organizational system to achieve a worker demand.

The above discussion shows that it is clearly necessary to give a complete definition of **group resistance** and its meaning and context within this study. The aim of this definition is to create awareness of the fact that **resistance** has many

facets, which the researcher proposes as being ignored. This causes resistance to be perceived as a negative aspect within organizations. The reader is referred to chapter 2, section 2.2.5 for a complete explanation of what **group resistance** contextually means within the context of this dissertation. It suffices to say at this stage that resistance is not merely a reaction to a change process, but also a result of interaction and the interdependence between the **dynamic organizational processes** (see chapter 1, section 1.6.1 for definition and chapter 4 for detailed discussion). These dynamic processes are the cause of internal changes. This makes change inevitable and therefore resistance inevitable (see chapter 4, figure 4.6).

This statement requires more explanation and it can be said that if one group or subsystem agrees with a certain change that needs to take place, while another is totally against this change, then one group will have a higher resistance level to this change than the other group (see chapter 2, section 2.3 where this is discussed under the definitions of **change** and **managed change**). By reaching a compromise in order to satisfy both groups the overall resistance of the initially negative group can be reduced. However, within the group that is in agreement with the change, the compromised factors can be seen in a negative light. These factors will then be resistance factors for this group. The resistance being experienced can however be said to be in balance, where it has been allowed to reach an equilibrium. It must be noted that the resistance has not been eliminated and one could say that the focus of the resistance has been shifted so as to make it a promotion factor of the required change. This makes resistance a dynamic organizational process and not merely a force that needs to be handled. This concept is fully discussed in chapter two, section 2.2.3 and section 2.4.1. Empirical evidence of the phenomenon can be found in chapter five, section 5.5.2.4. For a full definition of the term **dynamic organizational processes**, see chapter 1, section 1.6.1.

When discussing and studying group resistance in organizations, it is necessary to raise the question of whether current change models allow for the use of group

resistance as a **dynamic organizational processes**, or whether they treat it merely as a force to be dealt with when trying to initiate or implement change. With regard to this, Strebel (1994:29) is of the opinion that change programmes which concentrate primarily on change drivers and ignore the force of resistance are as prone to resistance as those dealing primarily with forces of resistance. He proposes that the choice of a change path based on the diagnosis of both change and resistance is necessary for change to be successful. Empirical evidence of this phenomenon can be found in chapter 5, section 5.5.1.5, where it is shown that Organization X that was used for the empirical research (see chapter 5, section 5.3 for organizational details) could attribute the presence of group resistance to the lack of training of staff in management of change methods.

From the above discussion, one can deduce that, on the one hand, change that takes place will depend on the amount of resistance that is experienced during the implementation process as well as the way in which this resistance is handled as it arises, while on the other hand, resistance experienced will be due to changes taking place. These two concepts are interdependent and therefore inseparable.

The above discussion leads to the question of the effect of group resistance on organizational change processes and how much attention is given to this in the current change models in use (discussed fully in chapter three). If the concept of group resistance is avoided or ignored within these models, they are in danger of not succeeding in allowing an organization to be able to change continually. This is due to the fact that continual change is created through a method of organizational development (defined in chapter 4, section 4.2.1.1), which functions concurrently with the group dynamic processes that occur within the organization. The researcher wishes to propose that these group dynamic processes are a key initiator of group resistance.

By analysing these resistance factors in order to assess the current situation and adapt to the factors creating a need to change, resistance can play an integral part in the change process. The basis of this assumption is the force-field analysis of Kurt Lewin and the systems organizational model (discussed in chapter 2, section 2.3.1 and 2.4.1) and according to Strebel (1994:29), little has been done to relate the force field to the choice of generic change paths within organizations. Another shortcoming of modern organizational theory is the lack of a model that depicts the dynamics of groups within the systems approach to organizational change (see chapter 4, figure 4.6 for researchers development of this model). The researcher is of the opinion that resistance can take on many forms and be experienced for many reasons. The form in which it manifests itself arises from the dynamic process occurring within the organization. These dynamic processes are a result of interaction between all organizational elements due to their interdependence, where interaction causes one group or system element to influence the other and thus the change process becomes dynamic. This phenomenon will be clearly stated and proven within this dissertation.

It is necessary to briefly discuss the proposal that resistance takes on many forms. This can be explained by analysing what resistance is. The aspect of analysing resistance is detailed in chapter two, section 2.2, however it is necessary at this point, to give a brief background resistance and the definition thereof. Jermier *et al.* (1994:4-23) discuss the Marxist view of worker resistance where the key point of departure is that workers will resist the power that the management has over them. Resistance of this nature is experienced due to class struggle between those who have and those who do not have. This type of resistance is inherent to the capitalist system and unavoidable. It is not a pure form of resistance to change, yet it is not a form of resistance that cannot be ignored when trying to use resistance to promote necessary organizational changes. It is the origin of worker resistance and could be said to be responsible for the varying perceptions between managers and workers that are present within the current work forces. Worker perceptions of exploitation that arose out of this led to the formation of employee organizations because groups have more



power than individuals. This has led to two main groups within the organization existing, namely management versus workers and more importantly, two varying group perception and goal directions existing as well (Bendix, 1996:77-81).

It must be noted that there are a variety of other groups that function within these two main groups, namely management and workers. The reader is referred to chapter 3, section 3.2.1, 3.2.2, 3.2.3 and 3.2.4 for detailed discussions on the functioning of these groups. This creates a diversity of group ideas, perceptions and opinions. Further, the diversity within South African organizations is even more complex (see chapter 2, section 2.2.2). Because of this, we have an increased possibility of group resistance, both at management and worker levels due to these diversities that are experienced. The diversities between the various groups lead to a cohesive effect within the groups and resistance arises due to this intergroup dynamic activity. In support of this, Steyn and Uys (1990:177-178) are of the opinion that the stronger the group becomes as a group, the more competition there will be between this group and the various other groups within the organization (see chapter 3, section 3.3.2 and 3.3.3). If we are using a strategy of team building to initiate change then the above problem will be more likely to arise. This means that we will never be able to totally integrate all the subgroup viewpoints and resistance is again inevitable. The problem that a more complicated form of resistance, namely group resistance, will arise within the modern organization, emerges here and a means of utilizing this resistance needs to be found. Due to the South African situation, it is proposed that group resistance will be an increasingly growing issue that will need to be dealt with.

The aspect of group diversity can give rise to a form of resistance that is multi-faceted. This leads to us having to define and analyse resistance to gain perspective on what resistance essentially is, in order to be able to handle it successfully. The researcher's proposal of a suitable definition of group resistance is given in chapter two, section 2.2.5. This group resistance, as part of the change process should be used positively to promote a continual change process, since it is unavoidable as well as the fact that resistance and change are

interdependent and inseparable. Within the current models of change, immense possibilities for the incorporation of resistance analysis in the change process are foreseen. These possibilities can materialise through including a stage of resistance analysis and classification based on assessing the current situation of the organization regarding resistance continually (see chapter 6 for the researcher's proposals). The key factor here is based on the idea that organizations and their processes are dynamic and therefore the current situation of resistance will continually change. These changes will occur due to the dynamic processes working on the **current resistance situation**. The resistance experienced will also therefore be dynamic (see Kurt Lewin's change model in chapter 2, section 2.4.1). For this reason continual analysis of resistance that is currently being experienced within the organization is vital to furthering **change planning** within a continual change model. Cohen *et al.* (1995:402) say with regard to this that unnecessary resistance is created through detailed planning of change, when this plan is followed thoughtlessly, without any consideration of the reaction that the change creates. The researcher is of the opinion that the development of a continually changing environment includes the aspects of creating an open dynamic process. This dynamic process should include aspects like organizational goals, managing diversity, leadership and management styles, effective managing of teams by means of their processes, effective utilisation of various organizational sub-groups, paradigm shifts and organizational integration to promote better labour relations. It is through this dynamic process that an unavoidable continual dynamic resistance process arises. The details of how this resistance process arises are given in chapter 4 (see figure 4.6).

## 1.2 SETTING OF THE PROBLEM

From the above introduction, the following key problem and four sub-problems can be identified:

The **key problem** is that adaptation to continual change within organizations is vital to survival and inevitable, yet it will always be hindered by many forms of resistance, including group resistance.

The above problem with regard to group resistance, is proposed to exist due to the fact that groups and teams are more prominent figures within modern organizations, thus resistance tends to be displayed on a collective basis as well. This group resistance is proposed as arising due to the continual dynamic change process caused by group interaction and is complex in nature. Further, group resistance influences the entire **organizational dynamic process** making a **continual change process** unavoidable. From this it is clear that change and resistance form a cyclic process and thus function interdependently. For clarity on the definition of **organizational dynamic process**, refer to chapter 1, section 1.6.1.

The problem as discussed above can be summarised by saying that a method of **using group resistance due to the fact that it can never be eliminated or avoided** needs to be found. It is proposed that resistance is a dynamic organizational process which can thus be manipulated by various other organizational processes. Identified secondary problems that are related to this are as follows:

- ◆ Group resistance is currently experienced as a negative aspect or an aspect that hinders change due to the presence of varying perceptions of change. A solution to manage this diversity effectively needs to be found.

- ◆ South Africa is a diverse nation in terms of culture, beliefs, racial differences and various other aspects. These socially based diversities are thus carried into the organizational context and are a major cause of group resistance within South African organizations.
- ◆ South African organizations are characterised by rigid structures and formal procedures (where departments and divisions can be seen to be included in the various forms of organizational groups). These current structures and procedures cannot support and promote the continual change methods that are to be proposed in chapter six. Proposals as to how organizations should be structured to support change need to be given.
- ◆ Group resistance to change by various organizational groups is given very little attention within change models and yet change and group resistance can be said to be interdependent and inseparable.

### **1.3 THE NATURE AND EXTENT OF THE PROBLEM**

The problems as identified above will be studied and answered within the South African industrial context. Many of the models and theories of change that are applied overseas need to be adapted to suit the South African working environment due to the fact that we are dealing with a work force that is extremely diverse and culturally unique in terms of the problems and issues that exist therein. It is, therefore, important that the proposals regarding methods of change given at the end of the study be applicable to South African industries. It should be noted that these proposals be seen as methods which needs to be adapted to suit certain variables that are present within each organization. For this reason the empirical research done is directed at one organization only (see chapter 5, section 5.3 and 5.4 for details on method and full explanation of the empirical study).

Change within South African industries has to be made practical and workable instead of being just a “buzz word” or socially correct trend if we are to become a globally competitive economic force.

#### 1.4 THE GOAL OF THE STUDY

The goal of this study is to analyse the effect of group resistance and to find a means of using a modern organizational phenomenon as innate as **group resistance to change** to promote change within organizations by using the two concepts of resistance and change interdependently in our change path, so that the effect can be transformed into being a positive aspect for organizations. This will be done by means of the following:

- ◆ By integrating the fact that adaptation to continual change is vital with the fact that it will always be resisted and showing that utilisation of the two phenomena interdependently is vital to a successful change process.
- ◆ By analysing the role of group dynamics within the entire dynamic organizational change process and showing how resistance arises due to the interaction between groups and various organizational elements.
- ◆ By discussing the current organizational hierarchical structures and communication channels and giving proposals as to how these should change in the future in order to accommodate continual change. With regard to this, Weeks (1995:17) states that managers need to see employees as creative minds that can be used to find solutions for the complex problems arising in the organizations and “. . . not merely as pair of hands to carry out tasks in a programmed fashion”. This view is supported by Nelson (1995:16) who says that managers need to change the way they operate by acting like team leaders where people are brought together to solve problems and be empowered to take responsibility for decisions made. With the shift to

organizations that are team orientated, a lack of the above will lead to increased group resistance within organizations.

- ◆ By integrating current models of organizational change in order to create a model which promotes resistance and change as being interdependent and proving that analysis of both resistance and change should be central to the change process. This means that instead of analysing resistance after the change, the attempt should be made to analyse the resistance levels prior to the change and direct the change accordingly. This makes the change process more proactive in terms of group resistance.

## **1.5 DEMARCATION OF STUDY FIELD**

This dissertation is done by means of a theoretical study as well as an empirical study. The theoretical study is based on the broad South African context, where the information that is given and analysed is applicable to this broad context. The empirical research done is narrowed down to the Vaal Triangle area, and more specifically to a chemical industry within this area. Reasons for this as well as the choice of the industry are given in section 1.6.2.

## **1.6 METHODS OF RESEARCH**

### **1.6.1 LITERATURE STUDY**

During this study, use will be made of all theoretical information obtainable through various means including books, articles, journals, and publications. The theory that is available will be analysed and integrated so as to use current theories to develop a means of implementation and integration of resistance analysis within current change models. Further, integration of various material concerning group dynamics and organizational system dynamics will be used to

formulate the proposed model of group and system dynamics within organizations.

### **1.6.2 EMPIRICAL RESEARCH**

Due to the fact that certain statements and opinions need to be proven and supported, an empirical research investigation is conducted with the purpose of supporting these theoretical statements. This is done in the form of a questionnaire distributed within one local organization (wishing to remain anonymous and is therefore referred to as **Organization X** from here onwards). It was decided to test applicability of statements made within this dissertation within one organization, due to the fact that the researcher believes that each organization will differ with regard to the resistance change programme that it needs to implement. It is questionable whether research within the field approached here will ever be applicable to more than one company, however the basic principles behind the research logic and design could be applied in the study of other organizations, regarding the field of resistance. Thus, the questionnaire is broadly based so as to be applicable within any organization, however the answers will differ based on the stage of development of the target organization into a continually changing organization.

### **1.7 DEFINITIONS OF TERMINOLOGY**

The definitions that are given here are continually used within the text. For this reason they are defined here for the purposes of the reader.

### 1.7.1 DYNAMIC ORGANIZATIONAL PROCESSES

The dynamic organizational processes refer to both the **dynamic system processes** and the **dynamic group processes**. The above terminology is used within this study when the need arises to refer to these two processes simultaneously. The reader is referred to the definitions of the above bold-typed terms for details.

### 1.7.2 DYNAMIC GROUP PROCESSES

The researcher proposes that the organization consists of a **human element** and an **inhuman element**, where these elements operating within a system are continually influenced by each other. The dynamic group processes are proposed by the researcher as being those processes that occur between the group elements (where these are made up of the human element) within the organization.

### 1.7.3 DYNAMIC SYSTEM PROCESSES

The dynamic system processes are those processes which occur between the inhuman elements of the organization and thus influence, and are influenced by changes that occur within the rest of the organizational system.

### 1.7.4 GROUP RESISTANCE

This term is clearly defined in chapter two, however in summary it can be said that group resistance is seen as a form of resistance that becomes more apparent in modern organizations that move towards a more team orientated



structure. Group resistance can then be said to be resistance that occurs collectively, and is a result of the interaction between the dynamics organizational processes.

#### **1.7.5 GROUP RESISTANCE CAUSATION FACTOR**

The term **group resistance causation factor** is used within this study to refer to those elements which are proven to give rise to group resistance through their interaction with other elements.

### **1.8 DEVELOPMENT OF CONTENTS**

It can be said that adaptation to continual change within organizations is essential and inevitable in order to survive. The existence of continual change can be attributed to the following:

- A continually changing external environment in which the organization has to function.
- A continually changing internal environment where the continual change is as a result of organizational groups, sections, and departments and the way they dynamically affect each other through interaction.

The emphasis on group and team based organizations increases and the effect of this resistance experienced tends to take on a more complex collective character. Groups within organizations will tend to be in conflict because of diversities that will always exist between them. It is proposed that these diversities manifest during the interaction between the groups. Because they are interdependent, they are forced to interact. When differing perceptions interact, the conflict is

intensified and group resistance in the form of one group against another is inevitable.

A further aspect that is considered is the fact that certain inhuman organizational dynamic elements exist. When group perception with regard to the functioning of the elements differ, further resistance due to the interaction of these groups with the elements is also necessary in effectively functioning organizations. Finally, the role of the model of change that is chosen in resistance causation is questioned. It is proposed that the organizational change model can cause resistance should it not accommodate the dynamic change. The development of the study is thus as follows:

- Chapter two deals with defining **group resistance** so as to clarify the terminology for usage throughout the study. Once it has been made clear what is meant by group resistance, the organizational theories and models of change that are applicable to studying group resistance and change within organizations are considered with regard to their ability to be group resistance causation factors.
- Chapter three deals with a discussion and analysis of the dynamic group processes.
- Chapter four deals with the dynamic organizational processes and highlights the interrelationship between these processes and the group processes in order to show that the interaction between these processes is a key resistance causation factor.
- Chapter five discusses the findings of the empirical research that is conducted and attempts to integrate these findings with the theory that is presented.
- Chapter six deals with the researcher's conclusions and proposals.

## CHAPTER 2

# GROUP RESISTANCE AND ORGANIZATIONAL CHANGE MODELS

### 2.1 INTRODUCTION

In chapter one, it was proposed that organizational groups who function interdependently tend to mutually influence each other thus causing changes to occur continually. It was also shown that change is an organizational factor which is inherently resisted, and thus, the phenomenon of groups continually changing within an organization has the ability to lead to group resistance. It is important for the reader to understand what is meant by the term '**group resistance**' due to the fact that the basis of the study is group resistance and the effect thereof on change. In defining the term, one has to look at the origin and history of resistance as well how resistance and change can mutually influence each other. Further one has to look at how groups and the dynamic processes within them and functioning around them, can lead to a group displaying a form of resistance that is commonly experienced by all the members. Finally, the researcher proposes a definition of the phenomenon of group resistance.

The second part of the chapter deals with the organizational theory of change. Two key theoretical perspectives, namely the systems theory and the group dynamics theory will be discussed. The aim is to show how these two theories work interrelatedly when discussing groups within organizations as systems. In looking at group resistance, it is necessary that these two schools be interrelated and integrated so as to formulate a model for system and group dynamic interaction. Finally various methods of change are discussed with reference to their ability to cause group resistance.

## 2.2 THE CONCEPT OF GROUP RESISTANCE

Resistance to change is inherent and therefore natural. Due to the modern team structures found within organizations, the phenomenon of group resistance is proposed as being an aspect which requires alteration. For this reason, it would be beneficial to find a way of implementing change within team orientated organizations by using group resistance that is displayed rather than avoiding it. It is therefore necessary to define the concept '**group resistance**'. For the purposes of defining the concept of group resistance, it is necessary to distinguish between the term '**group**' and the term '**organization**'. The distinction is clearly described by Nath and Narayanan (1993:4). Here, a group is described as two or more people who get together for the purpose of achieving a common goal. Further, this type of group is described as having two levels:

- ◆ Level one is the individual level due to that fact that groups are made of individuals.
  
- ◆ Level two is the group. If two or more of these groups get together, then it is called an organization.

From the above, one can say that within an organization, individuals form groups, and these groups can be seen as an entity or individual themselves. The interaction occurring between these groups (and other organizational elements) forms the basis of what is known as an organization. The above clarification is vital for the reader to gain understanding of the reason why different sections or departments that are found in organizations can be described as groups, and secondly in the understanding of the fact that the ability of a group to function as an entity can thus lead to groups resisting collectively. For this reason the clarification of term 'group resistance' is given here and should be borne in mind throughout the study.

According to Puth (1994:126), people tend to resist change at all levels within all organizations. The researcher is of the opinion that **group resistance** can be said to occur when an entire level or section collectively resists a change that is initiated within another level or section of the organization. With regard to this Jick (1993:6) says that collective interests in maintaining the current status quo can hinder change. This collective attempt at preserving the status quo, as stated by Jick, can be termed collective or group resistance to the change that threatens the status quo. Spiker and Lesser (1995:17) support this view by saying that any change, no matter how clearly beneficial to employees and the organization as a whole, will meet with and often be sabotaged by resistance. Resistance can be experienced due to many reasons.

The researcher's view and perception of what resistance is needs to be clarified further. This will be done by means of looking at the origin of worker resistance as well various types of resistance, both generally, and more specifically within the South African industrial context.

### **2.2.1 THE ORIGIN OF WORKER RESISTANCE**

There are many differing opinions on resistance and the origin thereof, which were formed according to the time period and frame of reference of the definer. One could say that resistance, when seen in the South African context is completely different to the context of any other country. According to Bendix (1996:6), history plays an important part in the shaping of the individual attitudes and societal norms and institutions. For this reason, it is important to place current labour concerns within the economical historical context.

Bendix (1996:6-8) is of the opinion that the Industrial Revolution had an immense impact on the existing social order within South Africa during the period between the fourteenth and eighteenth centuries. This and the French Revolution shaped society as we know it today. In pre-industrial times, people carried out traditional

roles of farming or crafting in order to fulfil a function within the small societies that existed. Earning a living was secondary to this traditional role. Striving for a profit was seen as highly immoral. This view and the laws against private gain were, however, abolished in 1700 and this led to nationalism, internationalism and the industrial era. The industrial era is characterised by the following:

- the removal of man's economic activity from his personal and social life.
- the depersonalisation of work and the employment relationship.
- polarisation between the mass of employed and the owners resulting in working class consciousness and the growth of trade unionism.
- negative attitudes due to the new dispensation.
- the centralization of the role of economic activity.
- the concept of selling of labour.

Industrialization is also characterised by capitalism, which is defined as the ownership of one person of the tools of production. The major problems caused by industrialization are still present in work forces of today (Bendix, 1996:6-8). It is important to look at the history of industrialization in order to expand on these problems.

Jermier *et al.* (1994:2), discuss the work of various writers on the subject. The first viewpoint considered is that of a Marxist viewpoint, where resistance is seen purely as a struggle against the fundamental defining feature of the capitalist mode of production, exploitation of labour through the generations and extraction of surplus value. Further, exploitation is defined as being the fact that the capitalist pays the value of the separate labour powers, and not the value of their combined labour powers. This, he believes led to a natural and inevitable antagonism between the exploiter and the living raw materials. People resist due to the fact that their traditional independence has been eliminated due to industrialization. Kelly (1995:4) states that due to this, the rhythm of life changed because the spirit of the Industrial Age is mechanical and characterized by social institutions of beaurocracy, hierarchy, command-and-control systems and

specialization. There is no sense of personal connection to the company. People started creating a means of repersonalizing work and this led to where we are today, the Communication age. Kelly is of the opinion that we are in a stage of connectivity which warrants careful attention and nurturing of the human elements within the organizations. Connectivity can trigger individual isolation or greater community, depending on the role the companies choose for themselves in the future. People are striving for autonomy that they had before industrialization. This can be identified as a key aspect of resistance by workers within the modern industries.

The next issue discussed by Jermier *et al.* (1994:4) is the work of Braverman who views resistance in a slightly different way. He is of the opinion that worker consent to management controls reinforces labour subordination and degradation and that co-operation often conceals aspects of resistance. This view is firmly supported by what is known as covert resistance which is discussed later within this section.

It is a widely recognised fact that resistance is intertwined with subjectivity (Jermier *et al.*, 1994:6). This statement focuses attention on the fact that resistance originates from varying perceptions between individuals, groups and sub-groups. If there were no subjectivity, everyone would have the same view or perception of the occurrences around them. Resistance would not exist under these conditions which are somewhat idealistic and which can never exist. Thus it is logical that resistance is inevitable due to the fact that humans are all different and subjective, which makes varying opinions inevitable. When extending this scenario to the organizational context and the modern trends of group and team work, aspects such as cohesion and intergroup co-operation will lead to individuals within groups having certain differences, yet common views on certain issues. Due to phenomena such as cohesion and intergroup co-operation (discussed in detail under in chapter 3, section 3.3.2 and 3.3.3), group resistance levels will increase. Empirical evidence of this phenomenon is offered in chapter

5, section 5.5.2.2 and section 5.5.2.3. Apart from intragroup differences, there will be intergroup differences, which will also lead to increased group resistance.

According to Jermier *et al.* (1994:9), resistance is shaped by the context and content of what is being resisted. For this reason the nature of resistance will vary across space and time. This suggests that just as the change process is dynamic, so is the resistance that will arise due to it, which makes resistance not only an inherent factor, but a continuously dynamic factor and therefore just as change is continuous, so should be the analysis and utilization of resistance that is caused by the change.

In conclusion, one could summarise the origin of worker resistance as being the following:

- Worker resistance as we know it today is a **product of capitalism**. The key question here is whether or not this resistance will continue if there is a move away from capitalism to some other form of economy. In South Africa, various forms of economy have been reviewed, including moving to a more socialistic economy. The key point that is being made here is that certain other forms are being considered as solutions for certain issues within the country. Details regarding the findings of the above reviews are not as important as the activity of searching for new ways of functioning economically, (thus searching for change). These will not be expanded on within this dissertation. The researcher is of the opinion that that as long as industrialization (mass production by means of machinery) exists where people are no longer self-sufficient, but where all production occurs for profit orientation and not just survival, resistance within the institutions that house these economic systems will exist. The reason for this belief is that it is virtually impossible for the return to a society of individual self-support at this advanced stage of societal development. For this reason, it is vital to look at other means of remaining dependent on mass industrial production yet creating the necessary autonomy



and responsibility to keep the human factor satisfied on all levels of production within the current societal structure.

- Worker resistance can arise out of what we perceive as being positive. This is seen in the fact that worker resistance **can be present through co-operation.**
- Worker resistance **arises out of the subjective differences** in opinions of various individuals, groups or sub-groups of the organizational system. The reader is referred to chapter two, section 2.3.1, for a detailed explanation on the functioning of organizations as systems. Further, empirical evidence of the fact that resistance arise out of subjective differences is offered in chapter 5, section 5.5.2.3.
- The type or form of worker resistance **originates from what is being resisted** and this creates a dynamic resistance phenomenon (i.e. resistance as an aspect will never be experienced in the same way twice). Thus, in order to fully understand the process of resistance within an organization, resistance needs to be continually analysed.

Apart from gaining a broad understanding of the origin of worker resistance, it is also necessary to have an understanding of how this resistance is displayed in order to fully define group resistance. According to Recardo (1995:8), organizational members can resist change in either an overt or a covert way. This is tabulated as follows:

**Table 2.1 Overt and covert ways of resisting change.**

Overt ways of resisting change	Covert ways of resisting change
<ul style="list-style-type: none"> <li>• Sabotage</li> <li>• Vocal opposition</li> <li>• Agitating others</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing output</li> <li>• Withholding information</li> <li>• Requesting more data</li> <li>• Appointing task forces and committees</li> </ul>

**Source: Recardo (1995:8).**

According to Recardo, overt resistance is much easier to identify than covert resistance. Covert methods are, however, used in more cases of resistance. The above phenomenon, as described by Recardo (1995:8), could serve to explain the finding within the empirical research (see chapter 5, section 5.5.2.3) that when faced with a direct question regarding resistance, people tend to be non-committal in their response, although it can clearly be seen that resistance does exist by analysing the questions that obtain information regarding the resistance levels by a non-direct means.

Various methods of resistance management as given by Recardo, will not be discussed here. What is of more importance, and therefore brought the attention of the reader, is that each of the above resistance forms do not only have the ability to occur between individuals within the organization, but can be seen to be happening between organizational groups as well. One group can overtly or covertly resist the ideas and actions proposed by another group. An example of group covert resistance is a trade union (an organizational group) that resists a management decision by means of organizing a “go-slow” on the production floor, whereas a more overt method would be to picket or strike.

The focus of this study is on group resistance within the South African industrial context. As previously stated, resistance is dependent and sculptured around the historical context in which it originates and therefore a brief history relevant to South African industrial aspects is given.

## **2.2.2 HISTORICAL PERSPECTIVES OF SOUTH AFRICAN INDUSTRIAL ASPECTS**

Within the South African industrial context, the divisions which previously existed in the socio-political system of South Africa were reflected in the industrial relations system as well. White supremacy was established in the economic spheres, where the white population was perceived as being the owner of the resources and the black population was generally the mass working class. These black workers were not classified as workers in the Industrial Conciliation act of 1924 and thus they had no economic power. This led to a white versus black form of resistance occurring within the organizations in the South African industrial context and as such this made one facet of resistance found within South African organizations that of a racist facet. It ensured that a broader societal problem of group discrimination outside the bound of the industry, occurred within the industry. Industries became places where broader societal issues could be confronted. Further, the black population of South Africa also had no political vote. This made them totally powerless both economically and politically which led to mass strike action in the economic sphere in order to gain power within the broader societal sphere. Mass strike action led to their being classified as workers and this gave them economic power which was then used, by means of mass action within the economic spheres, to gain political power. Trade unionism was closely related to political viewpoints and worker resistance was more politically based than concentrated on work conditions and a better environment. With the changes that have now occurred within South Africa and the fact the black population now has political power, a general societal transformation has occurred. However the impact of this general societal transformation on the industries needs to be questioned (Bendix, 1996:77-104).

According to Weeks (1995:16), "South African organizations are a microcosm of the broader society in transition, yet little has been changed within the South African organizations. Democratization of the work place is still another management myth. In practice, few organizations have created a climate that

supports a learning organization and many of these organizations are suffering from a learning disability". Fuhr (1992:28) says with regard to this that now that the end of apartheid is in sight, most white managers will tell you that racial discrimination in the work environment no longer exists, however if you ask black workers the same question, the response is often quite the opposite. Regardless of the truth behind this statement, what is of importance is the fact that differing perceptions still exist. Diversity lies in perception of the current situation rather than the factual evidence of the current situation. This means that when dealing with resistance we are dealing with perceptions rather than factual representation of facts. The question which can be raised here is whether or not South African organizations are being unsuccessful in change attempts due to a lack of ability to learn or whether this could be attributed to forms of resistance (perceived diversities) which are sabotaging the change attempts.

When attempting to answer the above question we need to look at the history of the work relationships within South Africa. One could say that these have led to diversity in terms of various societal groups being represented in the work force. This diversity takes on many forms, however the key form is that of cultural diversity. Rosmarin (1992:35) is of the opinion that diversity at an organizational level requires the identification of policies, systems and practices which act as barriers to organizational change. He offers a schematic diagram (see table 2.2) to classify critical management diversity issues and can be used for assessing specific organizational needs.

In this diagram, the critical management diversity issues are divided into and discussed under three issues, these being individual issues, interpersonal issues and organizational issues. It can further be said that although these issues exist independently, they will interdependently influence each other.

**Table 2.2 Classification of critical management diversity issues.**

Individual	Interpersonal	Organizational
<ul style="list-style-type: none"> <li>• Self-awareness</li> <li>• Broadening the diversity focus</li> <li>• Shared and unshared values</li> <li>• Racism, sexism, guilt, prejudice</li> <li>• Paradigm shift of viewing resistance as an asset</li> <li>• Responsibility towards self-development and empowerment</li> <li>• Skills development</li> <li>• Accountability and individual ownership</li> <li>• Accepting and respecting value diversity</li> <li>• Language and communication</li> </ul>	<ul style="list-style-type: none"> <li>• Stereotyping</li> <li>• Cultural assumptions</li> <li>• Subtle and overt career sabotage</li> <li>• communicating the unwritten rules</li> <li>• Dynamics of communicating across Diversity</li> <li>• Managing resistance, conflict and expectations</li> <li>• Development of trust and respect</li> <li>• Support systems</li> <li>• Innovation through diversity interaction</li> <li>• Facilitating communication across levels</li> </ul>	<ul style="list-style-type: none"> <li>• Implication of changes in demographic and socio-political environment</li> <li>• Diversity of the organization and marketplace</li> <li>• Beyond "one-fits-all" culture</li> <li>• Individualisation</li> <li>• Role of leadership and change agents</li> <li>• Organizational development</li> <li>• Membership of a club</li> <li>• Glass ceiling</li> </ul>

**Source: Rosmarin (1992:35).**

Rosmarin (1992:35) states that the reason for a need to manage diversity within South African organizations is that apartheid left the nation with barriers which hinder interaction in the work place and society in general. Many of these barriers are perceived as being part of the corporate cultures of prejudiced groups. These barriers block growth and development, and inhibit creativity, innovation and potential from being realised.

A further work force diversity can be said to arise **between groups or teams** that are present within the organization in a more formal context. The dynamic processes regarding this are discussed under chapter 3, section 3.2.4. The reader is referred to this section for full details on organizational group diversity, however, it is necessary to give a brief discussion thereof, at this point. The above groups tend to have different perceptions regarding organizational issues. The details of these issues are not as important as the effect that these differences can have and for this reason are not discussed in detail. The effect of these differences means that these representative groups within organizations will tend to be in conflict with regard to the organizational goals. The conflicting views with regard to this key issue will lead to resistance between the groups of different beliefs. The reasons for these different organizational group perceptions existing

can be numerous. However one reason, that certain groups might consider some proposed changes as being threatening, can be identified as a key reason for these organizational group diversities. Thus, the next issue which needs to be discussed concerns the causation of resistance due to the fact that any change is perceived as being threatening.

### **2.2.3 THE THREATENING NATURE OF CHANGE**

Changes within the organization are seen as threatening to the current situation. The key question here is to ask why it is so threatening thereby possibly establishing the reasons why resistance is so inherent. According to Huse (1980:118-120), change is seen as having either an actual or potential threat. The threat that is experienced differs according to the needs and perceptions of the individual or group involved. Many times, the threat is experienced on the unconscious level and the person or groups that will be affected by the change are not aware that they are threatened by the change that is about to take place. Change can be seen as threatening for the following reasons:

- If the change is perceived to be a threat to the status of the group or individual involved (see chapter 4, section 4.4.1, on group power and status).
- If the change arises from a source external to the group on which it will have an effect (see chapter 5, section 5.5.2.2, for empirical evidence).
- If the group who the change affects has minimal control over the situation.
- When the change is great, the size of the change influences the magnitude of the threat.

The factors that cause change to be threatening (as seen above) are very similar to the factors which cause resistance. A possible distinction could be made here

in terms of the concepts **resistance** and **threat**. This can be explained by saying that **change** causes a threat which leads to resistance to the possible change. If the threatening nature of change can be eliminated, then resistance (which will still exist because it is inherent) will take on a new definition which could then allow it to be useful in terms of allowing innovation. If the resistance displayed can be analysed, then the resistance can determine and manipulate the change factor.

One key question that needs to be asked is the following: “Is resistance purely a means of eliminating a threat or will resistance to change still exist even if the change is not perceived as threatening?”. In relation to this, Mullane *et al.* (1994:33) pose the question of why organizational members resist change that is clearly beneficial to them. The answer to this is given firstly by examining what is referred to as ‘mental models’ and the role thereof in change. It is proposed that organizational change is interpreted through the “**organizational members**” existing mental models. For the purposes of this study, it should be mentioned that the term “**organizational member**” is to be viewed within the systems approach (see chapter 2, section 2.3.1) and that an organizational group is a member of the organizational system. The information and response to the proposed question by Mullane *et al.* (1994:33) will be modified with regard to this view as well.

According to Mullane *et al.* (1994:33-34), the mental models of each organizational member (including the organizational group) are not easily altered yet change initiatives require new mindsets. The one problem that is pointed out is that it cannot be assumed that all organizational groups (as members of the organization) will share a common mental model. Mental models that the group holds can be described as follows:

- They define who the group is. This definition has the potential to limit the willingness to change. If one group’s mindset is different to that of other within

the organization group resistance is inevitable due to the fact that both will be resistant to change.

- Mindsets hinder fundamental change. Two types of barriers can be proposed here. The first is that of **passive resistance** which arises due to a failure to fully comprehend the change. The group cannot tie up the change to something familiar in its current mental model. This results in apathy towards change actions. The second barrier is that of **active resistance** when the groups actively resist the change due to the fact that it is believed to be in conflict with the current mental model that the group has. These two types of resistance can be related to overt and covert resistance as discussed in chapter 2, section 2.2.1.

With regard to the above, it must be said that one organizational group may passively resist a change, while another may be in a state to actively resist. The third group might fully agree with the change. In this case, the group diversity regarding the situation will be extremely high and group resistance to change will be on a high level as well. The reader is referred to chapter 2, section 2.3, which is concerned with the definition of **change** and **managed change** and the difference between them.

When further attempting to answer the question of whether change would still be resisted should it be found to be beneficial, one has to consider various factors which **cause resistance** and factors which **cause change** to be threatening. These concepts need to be compared and integrated so as to arrive at a conclusion to the question posed. In attempting to do this, the issues will be tabulated (see table 2.3) so as to allow easy comparison:



**Table 2.3 Comparison of resistance causation factors, threatening change factors and the dynamic nature of resistance.**

The key factors which lead to resistance:	The key factors which make change threatening	The dynamic nature and definition of resistance.
<ul style="list-style-type: none"> <li>• Lack of clarity</li> <li>• Distortion of information</li> <li>• Lack of integral participation</li> <li>• Speed of the change</li> <li>• Set paradigms and uncertainty of the future vs. the security of the known.</li> </ul>	<ul style="list-style-type: none"> <li>• The future status of the group is unclear</li> <li>• If the new situation does not fit into the current paradigm being used.</li> <li>• The idea of change arises from outside the group on which the change is applicable</li> <li>• The greater the change, the more threatening the change</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance experienced is dynamic in that the type of resistance varies depending on the situation, which means that resistance can be continually redefined and further, it has the ability to be channelled in a different direction.</li> </ul>

**Source: Adapted from Wolmarans (1995: 21).**

If we compare the first two columns of table 2.3, we can see that factors causing resistance are similar to factors which cause change to be threatening. The threat of change can be said to create resistance. However, one can ask whether this is the only factor which leads to resistance. Resistance is sometimes used by groups that differ in opinion, to gain a demand that one group sees as beneficial, while the other group is against it. A good example of this is that a trade union can use actions such as striking and other industrial mechanisms to gain employee benefits or to fight against certain changes. When looking at this form of resistance, it can give resistance a positive and negative perception. The resistance is positive to the demander while management will view it as hindering to the change process. The opposite can be true if management offers resistance to a worker demand. The resistance here would be perceived as being positive by the manager while the worker will regard it as being a hindrance to achieving their demand. Either way resistance will be perceived as being a positive step by one group while negative by the other group. This means that resistance applied to gain demands will be perceived as threatening by the group that has to supply the demand but as progressive by the group making the demand. It is possible that the group that needs to supply the demand can display further resistance and that a threat can result from resistance but resistance can occur without being threatening. Thus it can be assumed that if

the threat of change is removed, resistance in other forms will still be experienced. Resistance, as defined in column three above, can be used to dynamically promote required changes. In conclusion, it can be said that resistance due to a reason other than a threat can result from work force diversity, which is the next topic of discussion.

#### **2.2.4 RESISTANCE DUE TO WORK FORCE DIVERSITY**

Besides the cultural form of diversity found within South African organizations, a form of diversity that is due to the formal structure of the organization also exists. It is important to focus on this form of diversity as well (see chapter 5, section 5.6.1 for empirical backing for this statement). The issue that is being dealt with here is the diversity in terms of formal groups and teams. For the purpose of defining group resistance, it is necessary to include a brief discussion of the concept here.

Kandola (1994:248-250) outlines the definition of management of diversity within organizations and presents a vision of the diversity orientated organization. He is of the opinion that managing diversity in essence means:

- The effective management of the differences between people within the organization. Due to the fact that organizations are becoming more and more group orientated, management of diversity would include the management of differences between the various groups found within the organizations.
- The above diversity would include the ways in which people or groups within organizations could differ and Kandola specifies here that it does not just include '...obvious ones such as gender, ethnicity and disability.' This strongly supports the fact that, in the management of diversity within the organization, differences based on matters other than general societal issues do exist. These differences can include differences in opinion regarding the functioning

of the organization or differences regarding the way changes should be implemented. The list of various differences can be unending.

- Finally Kandola defines diversity as “ the concept that accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which will include factors such as gender, age, background, race, personality and workstyle”.

The question which needs to be asked here is what the role of this diversity is within the organization and further, to show how this diversity is a key **group resistance causation factor**. Caudron (1996) discusses a case at Rohm and Haas, a Houston based company that attempted to redesign the workplace by means of creating teams. These teams were composed so that each team represented the diverse perception, ideas, and values that existed in the company. Managers eventually discovered that diversity can cause teams to be unsuccessful. The team members started to slowly migrate to other teams when openings became available. The teams eventually became composed of like-minded members. The problem was attributed to a deeper **diversity** problem and diversity awareness training programs were initiated. The initiative focused on tension that any difference could create and the teaching of an understanding of these differences. The training taught that people or groups can view a situation differently. Today members work **across** their differences for the company goals. Rohm & Haas used the diversity and resultant resistance to improve change acceptance. They did this by means of analysing the resistance and treating the cause. Thus it can be concluded that resistance and change are indeed mutually interdependent. Change cannot take place without analysing the resistance that results from it, and this resistance arises purely due to diversity. Even change that is resisted due to it being seen as threatening is a form of diversity in that the view of benefit is different within the affected groups. The various forms in which resistance within organizations can manifest have now been covered. From the above discussion, a generalized view of what is meant by the term **group resistance** can be formulated.

## 2.2.5 DEFINING GROUP RESISTANCE

It is clear that group resistance can be said to be the **dynamic process** which can be used to defy proposed changes or to promote future changes on a **collective basis** within the organization. Further, it is generally as a **result of diversity** (meaning any form of difference that can be experienced between groups), where this diversity manifests through the interaction of the various groups and the fact that they need to function interdependently. These group can be formal organizational groups or be representative of broader societal groups within the organization.

Group resistance is a concept which has to be continually redefined according to the situation in which it is taking place so that change proposals can be adapted and implemented according to the group resistance levels that are encountered. It is not merely a force that acts on the organizational processes, but is in fact an organizational process itself. For this reason, group resistance is a factor that can be controlled by means of regulation and adaptation of all other organizational system elements. In support of the above statement, the reader is referred to chapter 5, section 5.5.2.4, where empirical research results are given. A complete description of the empirical research method as well as the goal of the study can be found in chapter 5, section 5.3 and 5.4 and the reader is referred to this for full details.

To give a brief overview of the findings applicable to the above statement, the respondents chosen to complete the questionnaire were asked whether they perceived resistance to be a force that acted on various other organizational processes, or whether it was an organizational processes itself. It should be noted that 90% of the sample population were of the opinion that resistance within the organization was in fact a process in itself and thus could be used in order to influence all other organizational processes. Only 10% of the sample population said that is was merely a force acting within the organization. These findings fully support the definition of group resistance and thus the concept of

utilizing resistance to promote change becomes fully logical and implementable. Further, the basis of the study as being group resistance is supported both theoretically and empirically by these findings.

A definition of the researcher's point of view as to the meaning of group resistance has now been established. The term will be used frequently throughout the study. The next step is to analyse such group resistance in terms of the current organizational theories and models and to establish how these models can be responsible for group resistance causation due to the fact that the organizational groups **interact** within the change model chosen by the organization. It will be proved that all change models that do not focus their attention on continual analysis of resistance levels to changes, will in be key group resistance causation factors themselves.

### 2.3 ORGANIZATIONAL THEORY AND MODELS

When looking at the concept of organizational change, two types of change need to be considered. The first is that of the actual concept '**change**'. According to Huse (1980:83), change is "something that **happens to an organization**", a group or an individual. It happens spontaneously and the individual, group or organization has no control over the fact that it happens. For the purposes of this study the concentration will be on change within the group context, where a change in one group affects and thus causes a change in another group within the organization. The second type of change that needs to be considered is that of '**managed change**'. This involves the active participation of the organization, group or individual in making things happen. This statement indicates that this type of change is planned and the group has control over the changes that take place due to the fact that it is managed.

When considering the above types of changes within the framework of the organization being seen as a system and operating by means of the interaction of

various groups, then both **change** and **managed change** can take on the characteristic of being both external and internal factors within the organizational context as a whole. This means the following:

- ◆ A change which is initiated by one group within an organization will affect all the other groups within the organization. The reader is referred to chapter 5, section 5.5.2.2, where detailed results of empirical research regarding this statement are given. It is important, however, to mention here that when the respondents involved in the research were asked to respond to the question of whether a change in another section affected their department, 56.7% of the sample population said that their department was affected to a large degree while none of the sample population responded that they were never affected. When asked to respond to the whether these changes were applicable to their department, 73% of the sample population said that these changes were sometimes applicable while 0% of the sample population said that they were always applicable. For a more detailed explanation of the findings, the reader is referred to chapter 5, section 5.5.2.2. It is suggested by the research that if a change affects a department to a large degree, and yet is only sometimes applicable to that department, resistance to this change is inevitable.
  
- ◆ From the above, it can be empirically stated that change will be perceived as being a '**managed change**' by the initiator group, while the other groups whom it merely affects or influences will perceive this change as a '**change**', as per definition, especially if they perceive this change not to be applicable within their situation. This aspect is also discussed in chapter 2, section 2.2.3.
  
- ◆ The second important fact arising from the above is that any change arising from a source external to the entire organization as a system, will initially be perceived as a '**change**' by all groups within the organization. The groups which can, based on their dynamic processes (discussed fully in chapter 3), intellectually as well as emotionally accept this change faster, will be able to

view the change as a '**managed change**'. This implies that differences of perceptions of the change will occur (see chapter 5, section 5.5.2.3 for empirical support for this statement).

Regarding the above deductions, one can say that any change within an organization can be perceived in **at least** two different ways by the various groups at any given time. It is these variations in perception which the researcher proposes as being key causation factors to group resistance to change development. The dynamic processes involved here are fully elaborated on in chapter 3, section 3.3.3, while proof of the fact that departments think about changes differently can be found in chapter 5, section 5.5.2.3.

It must be mentioned that the two types of change as discussed above cannot be kept separate. One can form an interrelationship between the concept of **change** and that of **managed change**. Change occurs when something automatically happens and due to these automatic happenings, one has to reach a perception of change as being managed change in order to cope emotionally with the automatic changes. Groups within organizations will reach this perception at different times resulting in group having varying perceptions of the changes that occur. Group resistance to the change will obviously result and this resistance can be expressed by analysing the level of deviating perceptions to the change. Once this level is established the next step regarding implementation of change can be planned so as to create the necessary balance of group resistance. It must be borne in mind that after each change, the level of deviation (the level of resistance) could increase or decrease, thus resistance analysis is continually required within a continual change organizational programme.

It can be assumed that various organizational groups will be at different stages of acceptance of change within any of the change models that are chosen, thus resulting in group resistance to change. It is necessary to look at the models and approaches to change in order to see what the effects of resistance will be within each method or model used to initiate change. The researcher wishes to

propose, that based on the above drawn conclusions, that at some stage or another, all change models act as key resistance causation factors which need to be addressed if change attempts are to be successful. It is therefore necessary to now look at the causes of change. According to Huse (1980:83), four types of change agents exist and these are:

- ◆ outside pressures directed towards the total organization.
- ◆ organizational development directed towards the total organization.
- ◆ people changing which is directed towards the individual or groups within the organization.
- ◆ analysis from the top which is directed towards the total organization.

When looking at the above factors, a further change agent can be identified and this is the change agent of the **dynamics** caused by any one of the factors above. Bassin (1995:6) points out in this regard that “ ...what goes wrong during change initiatives is that companies only make adjustments in two of three critical aspects of change”. These two aspects are the company’s **focus** and its **structure** while the change in dynamics caused by these other two changes is ignored. The dynamics spoken of here are addressed in chapter 4. It is important to mention that a change in any of the above four factors as listed will have a ‘domino’ effect within the company due to the fact that these changes cause a change in dynamics. All the other factors will need to adapt in order to accommodate the one change that occurred. This fact makes organizations subject to continual change dynamics and as such, change plans are somewhat unpredictable and need to be extremely flexible. Further, if it is said that change has a domino effect, then it becomes logical that after one change, re-analysis of the situation as to its new properties is necessary and vital for further organizational planning.

It is necessary to look at models and methods of change and how they accommodate continual resistance analysis based on organizational dynamics. Should they not accommodate this element, it is proposed that they will be key



resistance causation factors within organizations. The correct method of change for the specific company needs to be chosen. Holder (1995:70) says in this regard that “the cure may in reality be a poison because we assume we know exactly what type of change is needed”. When this sort of assumption is made, failure to question these assumptions occurs and this may lead to a change process which “. . .fires resistance and doom prior to change even starting”. For this reason change models in terms of group resistance will be discussed. The models and the effects thereof will be analysed from a systems methodology of organizations. For this reason it is important to take a brief look at what the systems approach to organizational change involves.

### 2.3.1 SYSTEMS MODEL OF CHANGE

In the systems approach to change, the organization is seen as a system which comprises of a number of sub-systems which are in dynamic interrelationship with one another and with other systems outside the boundary of the organization (Huse,1980:45). In support of this view, Stacey (1996:248) says that organizations are clearly systems in that they consist of a number of interconnected parts, which she terms ‘agents’ and says that organizations consist of a network of agents all interacting with each other according to some set of rules that each uses to examine and respond to their neighbouring agents. This response then causes a counteraction and the process is cyclic. Further, Sztompka (1994:5) states that various types of change can be distinguished within systems, depending on the aspects, fragments, and dimension of the system that are involved in the change. He gives a list of these components, which are as follows:

- the ultimate elements (e.g. the number and variety of human individuals and their actions).

- interrelations among elements (e.g. social bonds, loyalties, dependencies. linkages between individuals, interactions, exchanges between actions).
- the functions of elements in the system as a whole (e.g. the occupational roles of individuals, or the necessity of certain action to keep the social order).
- the boundary (e.g. criteria of inclusion, conditions for acceptance of individuals in to the group, recruitment principles, etc.)
- the sub-systems (e.g. the number and variety of distinguishable specialized segments, sections, subdivisions)
- the environment (e.g. natural conditions, or other societies, and political location).

Sztompka says that it is through the complex interaction process of all the above, that the characteristics of the organization arise, whether these are in equilibrium or disequilibrium, consensus or disconsensus, harmony or strife. The characteristics which are discussed here are of key importance in this study due to the fact that the group resistance (referred to in the title of the study) is proposed as rising out of these sub-systems and the dynamic processes that occur between them. The reactions and counter-reactions allow us to define organizations as feedback **systems**. The dynamics of a feedback system will now be discussed.

### **2.3.1.1 ORGANIZATIONS AS FEEDBACK SYSTEMS**

Organizations as feedback systems are defined by Stacey (1996:258) as being an organized body of relationships connecting the parts of the complex whole together. Humans that are grouped together constitute a system in which they are bound together by interrelated actions and information exchanges. The

central feature of human systems is the feedback nature which is a circle of interaction. This circle of interaction forms a loop which involves mutual independence and circular causality. The feedback can be positive or negative.

The resulting reactions (feedback) that is discussed above as being negative or positive can be different within each group within the organization. One group might react positively while another will react negatively. The feedback of the system will lead to resistance by those group who react negatively. Organizations as systems are causation factors of resistance in terms of the negative feedback. Further, it can be said that generally not all the groups within the organization will react positively to a proposed change, and thus group resistance is once again inevitable.

Due to the fact that the focus of this study is on group resistance and its effect on change, it is necessary to briefly expand on the negative feedback aspect of the system. Stacey (1996:260) defines negative feedback as the outcome of a previous action being compared to a desired outcome, where the discrepancy between the two is fed back as information that guides the next action so that the discrepancy is reduced and a state of equilibrium is achieved. From this it can be said that resistance to change from groups within an organization, needs to be fed back so as to guide the next step of change. This concept strongly supports the researcher's proposal that resistance can be either manipulated, or used to manipulate the change process. Further, this discussion acts to support the proposal that change and resistance are mutually interdependent. With regard to this, see chapter 1, section 1.4. Organizations are feedback systems, however they can also be described as being open systems.

### **2.3.1.2 ORGANIZATIONAL AS OPEN SYSTEMS**

Organizational systems can be described in a number of ways. According to Beckhard and Harris (1987:24), organizations can be seen as:

- ◆ social systems where the subsystems each have their own identities and purpose, but their activities must be co-ordinated or the parent system cannot function.
- ◆ political systems which are characterised by the fact that the people at the top have more power than the people at the bottom in most cases.
- ◆ input-output systems where needs and resources are transformed into services and products. The attitudes, beliefs and priorities of the organization leaders determine the input-output relationship here.
- ◆ Huse (1980:45-46) views most organizations as open social systems, where changes occurring in one part of the system have larger effects across the entire organization.

According to Burnes (1996:177), organizations are open systems in that they are open to, and interact with their external environment (that is open externally) and they are open internally in that the various sub-systems interact with each other. When analysing this in terms of group resistance, one can see that changes within one part of a system will cause changes in various other parts which could lead to the development of group resistance. This can occur due to the following:

- ◆ change will always be resisted (as proven earlier in this study).
- ◆ change will be perceived differently by each sub-system within the organization.

If the above is true, however it can also be said that an increase or decrease in resistance in one part of the system can result in the opposite occurring within another part of the system. This can be explained by saying that if a change occurs in favour of one part of the system yet not in favour of another part, then group resistance in the favoured part will be decreased while group resistance in

the unfavoured part will be increased. This point of view is strongly supported by what is known as 'Soft Systems Methodology' and this will now be discussed.

### **2.3.1.3 SOFT SYSTEMS METHODOLOGY**

Soft system methodology (referred to from now on as SSM) breaks away from the traditional, hard view of problems which suggests that all problems are soluble and easily definable ( Jackson and Flood, 1991:168-172). SSM sees problems as situations which exist when people (or subsystems, thus organizational groups) have contrasting views of the same situation which means that a number of "relevant problems " can exist due to the plurality of possible viewpoints. When looking at the organization from a systems point of view, and in the light of the definitions of change and managed change (see chapter 2, section 2.3), the SSM model is applicable and useful within the dissertation due to the fact that these varying viewpoints mentioned above can result in reaction to change and cause group resistance. For the purpose of this discussion it is proposed that resistance to change be viewed as the problem which has to be solved. This makes the model of problem solving applicable to the change process. SSM model consists of the following stages:

#### **◆ Stages one and two: Finding out**

A number of methods for "finding out" can be used. These include :

- ◆ gather information about the structure and processes by observation
- ◆ collect secondary data
- ◆ summarise findings diagrammatically

#### **◆ Stage three: Formulating root definitions**

Stage three is concerned with the expanding of each the views of activity gained in steps one and two and formulating these into concise, well formulated verbal statements so as to know what has to be done, why it has to

be done and what environmental constraints limit the actions and activities. The third question here is important and could be used to identify resistance that has arisen due to the process of initiating change. It should also be used continually due to the fact that any change within the organization as a system is going to change the previously identified environmental constraints. Because all processes in the organization are dynamic, all data collected is outdated as soon as the slightest change occurs. A further step in stage three is that statements concerning the following six elements need to be formulated:

- ◆ customers which are the victims or beneficiaries to the purposeful activity.
- ◆ actors are those who do the activities.
- ◆ transformation process which include the purposeful activity which transforms an input into an output.
- ◆ the view of the world that makes the definition meaningful.
- ◆ owners who can stop the activity.
- ◆ environmental constraints which are those constraints in its environment that this system takes as given.

◆ **Stage four: Building conceptual models**

This stage involves the account of the activity which the ideal system must do in order to fulfil the requirements of the root definition. It must be noted here that due to the fact that the organization as a system is dynamic, the root definition should be flexible in order to accommodate the dynamic process. Once again, any change could cause the need to redefine the root definition. This means that the root definition cannot be transformed into a fixed paradigm at any stage because this will jeopardise the success of the change attempt should a change in goal direction be required and demanded by the dynamic processes resulting from initial change steps.

◆ **Stage five: Comparing models and reality**

The aim here is to start a debate about possible changes that could be made to improve the situation which is currently problematic to the organization. This allows distinction between idealism and reality and allows reality and idealistic models to be integrated. When looking at this model of change implementation, the fact that an attempt to bring the ideal closer to reality is always made, is vital to the current change attempts within South Africa. According to Weeks (1995:16-18), whereas South Africa has moved towards a more democratic political dispensation, organizations have created a climate or culture that supports a learning organization.

◆ **Stage six: Defining changes**

The changes identified in the previous stage need to be defined at this stage and confirmed as culturally feasible in the organization. Within the South African context, cultural diversity is great and this will make this step firstly, more challenging and, secondly, should this cultural feasibility not be achieved, could lead to the development of resistance. At this point, it must be made clear that no change action has yet taken place. It should therefore be noted that talk of change can create reactions to the proposed change (thus changes in attitudes within the organization). The effects of the planning stage on the organizational systems need to be forecast and integrated into the planned action, prior to implementation.

◆ **Stage seven: Taking action**

This means the implementation of changes that are desirable and feasible.

When looking at this model critically, the fact that this model continually refers back to definitions and analyses them in terms of reality suggests that it will be useful in identifying all resistance that arises due to changes that are needed and due to the continually dynamic organizational functioning (see chapter 6, figure 6.1). It could, due to the continual redefining aspect, change the direction of the action. This makes the process proactive, based on a systems approach, where

the consequences of any change (desired or undesired) are considered prior to any action. Further, this model strongly coincides with the key characteristic of a system, that of feedback, where resistance can be fed back so as to act proactively in the continual planning of change. The next aspect then is consider what the use of the systems theory is within current organizations.

#### **2.3.1.4 SYSTEMS THEORY APPLICATION WITHIN ORGANIZATIONS**

In order to establish the usefulness of the systems theory, it is necessary to understand what the key concepts of the theory are. It has several key concepts which are laid out by Kast and Rosenzweig (in Matteson & Ivancevich, 1996:50) as follows:

- **Subsystems or components:** A system is composed of interrelated parts or elements.
- **Holism, Synergism, Organism and Gestalt:** The whole is not just the sum of its parts, but can only be explained as a totality.
- **Open systems view:** The system exchanges information with its environment.
- **Input - Transformation - Output Model:** The open system is a transformational model, where it receives input, transforms this and creates a certain output. With regard to this it can be said that if the input causes resistance, then the output will be resistance.
- **System boundaries:** The system has certain boundaries which separate it from its environment.



- **Negative entropy:** Closed, physical systems are subject to the force of entropy which increases till the system fails entirely.
- **Steady state, dynamic equilibrium and homeostasis:** This is closely related to negative entropy where the closed system will reach a state of stagnation, while the open system will remain dynamic.
- **Feedback:** This concept is discussed under chapter 2, section 2.3.1.1. This concerns the feeding back of information concerning the outputs into the system, which lead to changes in the transformation process and/or future outputs.
- **Hierarchy:** There exists hierarchical relationships between systems where a system is composed of sub-systems of a lower order, while the system is part of a suprasystem.
- **Internal elaboration:** Closed systems move towards disorganization while open systems move to greater differentiation, elaboration, and a higher level of organization.
- **Equifinality of open systems:** There exists a direct cause and effect relationship between the initial conditions and the final state.

The systems theory is part of the **modern organization theory**, which is based on a conceptual-analytical base, its reliance on empirical research and its integrating nature. Scott (*in* Matteson and Ivancevich, 1996:142-152) poses the following questions with regard to the systems theory:

- what are the strategic parts of the system?
- what is the nature of mutual dependency?
- what are the main processes in the system which link the parts together and facilitate their adjustment to each other?

- what are the goals of the system?

In answering these questions, it was concluded that:

The first part of a system is the individual and the personality or structure that is brought to the organization. The second part is the formal organization which is the interrelated pattern of jobs which make up the structure. The third part is that of the informal organization and the informal group (see chapter 3, section 3.2.2, 3.3.3 and 3.3.4 for elaboration on this point). The next part is that of the physical setting. The researcher will refer to this as the “environment of the organization” (see chapter 4, section 4.2.1). This includes the internal and external aspects of the setting within which the organization functions. The above definition strongly supports the researcher’s opinion of the fact that group resistance is going to increase due to the fact that modern organizations are focusing on group or team work where organizational groups begin to function as single entities within the organization.

According to Scott (*in* Matteson and Ivancevich, 1996:144), the parts of the system are linked by three processes which are communication, balance and decision making. With regard to this see chapter 3, section 3.3.1 on communication, and section 3.3.4 on decision-making.

Finally, the goal of the organization was described by Scott (*in* Matteson and Ivancevich, 1996:147) as being that of growth, stability, and interaction. These simple purposes are made complex by the structure and functioning of each organization, however they always remain the same in essence.

The above concepts and explanation regarding organizations as a system will be used by the researcher as a further basis of what is meant when referring to “organizations as a system” within the rest of the study. It must be noted that one of the concepts is that systems form a hierarchy in terms of the various subsystems. It is clear from this that the application of systems theory within a

group dynamics or team orientated organizational structure will be complicated. It can however be said that team orientated structures will still function as a system, however, the fact that certain teams or groups are seen as being higher within the system hierarchy could lead to intergroup competition and conflict. With regard to this, refer to chapter 3, section 3.3.3 for an explanation on dynamic processes that could result from this and thus lead to team orientation being a possible resistance causation factor within organizations. Due to the fact that systems theory is being applied within a group dynamics theory, it is necessary to look at the group dynamics organizational theory.

## **2.4 GROUP DYNAMICS ORGANIZATIONAL THEORY**

The focus of the group dynamics organizational theory lies in the fact that organizational change should be brought about by means of using teams or work groups rather than individuals (Burnes, 1996:175). It is important here to note that the functioning of an organization as a system will be vastly different with regard to team versus individually based organization. The functioning of teams or groups within a system is proposed by the researcher as having the ability to **cause group resistance**. This proposal will be addressed throughout the study and the thought process behind this statement will become evident to the reader as he/she progresses. The force-field analysis model is part of the group dynamics school of thought and will therefore now be discussed.

### **2.4.1 FORCE-FIELD ANALYSIS MODEL OF CHANGE**

The force-field analysis model was originated by Kurt Lewin, who is generally known as the "father of change". The three key models of change applicable here, being the intervention theory model, planned change and action research model of change are all based on the thinking of Kurt Lewin and for this reason are discussed hereafter.

The field theory was applied to psychology at the time of its development, however it has vast potential to be applied within the organizational change context. It is based on the idea of change being represented by the pressure of opposing forces acting on a situation. His model consists of the following steps:

- ◆ **Defining the problem:** In applying the force field analysis it is important to begin with defining the problem. This can be done by posing a single question. In answering this question, one usually ends up with the definition of what the problem is. The definition of the problem can be seen as the current situation regarding the problem and can be placed in the position of the “current situation” (see figure 2.1).
- ◆ **Identifying the factors or pressures that support the change (driving forces):** These are the pressures which strongly support the proposed changes to the current situation. When looking at these in terms of the fact that resistance and change factors are independent, one could say that the driving forces represent the change factors. When applying this to what was said concerning the systems model of organizations, any change will affect the current situation and the current situation will therefore require redefinition.
- ◆ **Identifying the factors that are obstacles in the way of change (restraining factors):** These are the factors which are obstacles in the way of change and can be seen as the resistance factors. Once again, resistance caused by planning of change without actual action can affect the definition of the current situation.
- ◆ **Have a clear perspective of the current situation:** If the current system is stable the resistance factor and the change factor are equal thus causing an equilibrium. It is suggested that if this equilibrium is achieved then the organization is not in a stage of continual change. (Fossum, 1989:13). The researcher forecasts that organizational resistance will be lower when in this state, however ability to survive will also be in jeopardy. This means that

resistance is actually a positive aspect and must be handled in a manner which results in a positive outcome of the resistance experienced.

Lewin (1963:45) defines the Field Theory as a method of analysing causal relations and of building scientific constructs. This method of analysing causal relations can be expressed in the form of certain general statements about the nature of conditions of change. Further, any change in a field depends only upon the field at that time, thus should the organization be the field, then the organization is dynamic.

In order to make the above determination one can use two different methods. Firstly, statements on conclusions from history can be made, or secondly, diagnostic tests of the present can be used. These two cannot be separated in that the past will to a certain extent depict the current situation and yet the current situation might be subject to variables other than merely the past (Lewin, 1963:52).

The most fundamental construct for Lewin is the “**field**”. Lewin is of the opinion that all behaviour (including action, thinking, wishing, striving, valuing, achieving, and one the researcher would like to add, resisting) comes about due to a change of some state of a field in a given unit of time. When dealing with groups or sociology, one may speak of the field in which a group or institution exists. This consists of the group and its environment in which it exists (Lewin, 1963:XIII). Based on this, we can say that all behaviour including resistance arises from the field in which the group functions. If this field consists of the organization, then all organizational resistance will arise out of the perceived changes (internal or external) that occur in the field of the organization. This means that in trying to promote a change, we will have to define the field and then determine the forms of resistance that can be experienced based on the field definition.

Lewin defines force (or tendency to locomotion) as being different to actual locomotion. He says that force is equivalent to “**strength of drive**”. This

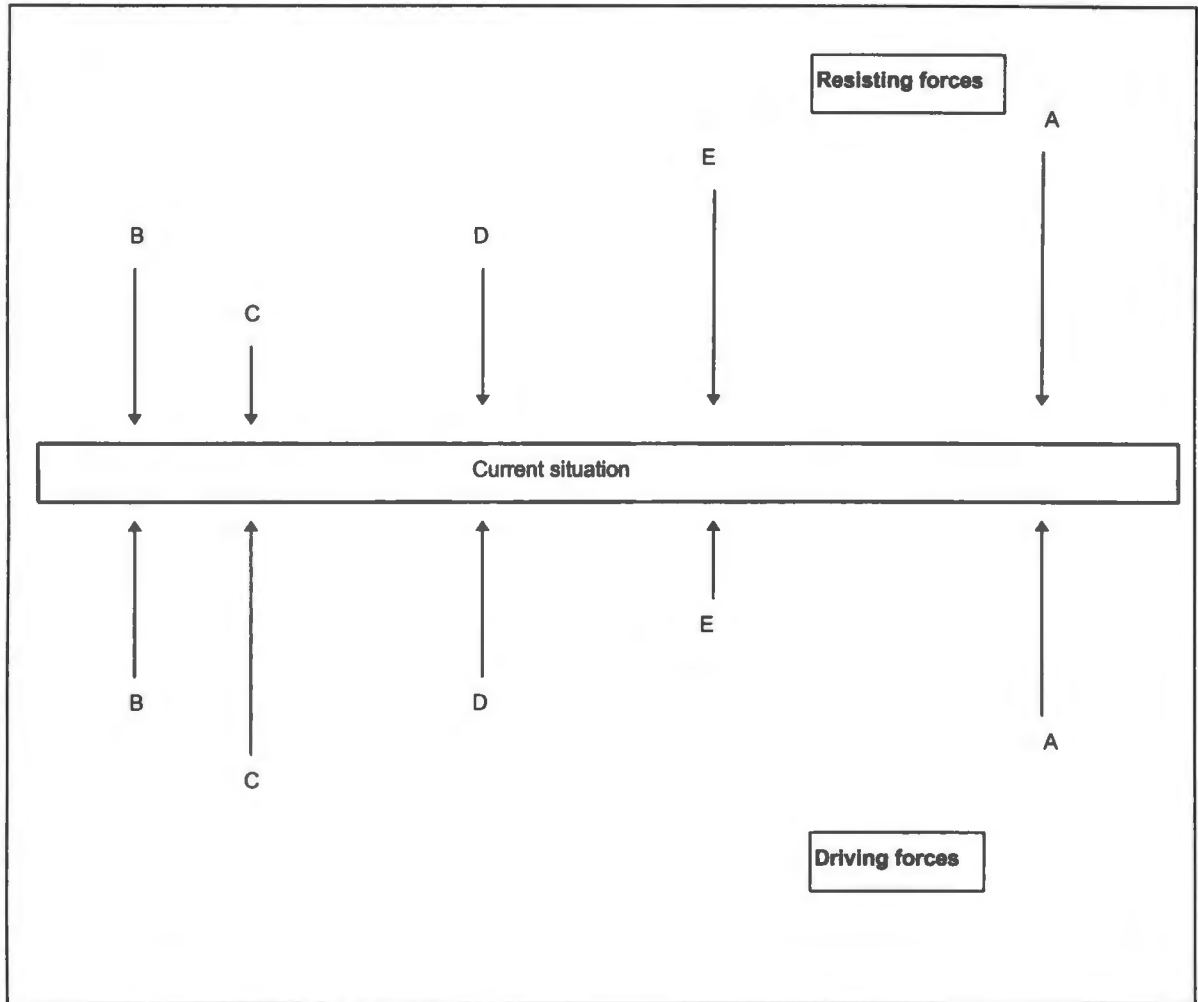
strength of drive has to be distinguished from the “**strength of need**” if need refers to tension, where tension has a different dimension to force.

Conflict, according to Lewin, refers to at least two force fields overlapping. Frustration has the same dimension as conflict. When systematically surveying types of frustration, one should look at how the forces overlap so that equally strong but opposite forces result at some point in the field (Lewin, 1963:39-40).

In analysing the above, this model can be used to clearly indicate that change and resistance are interdependent and that the current situation is dynamic. Firstly, a change in the change forces will result in a change in the resistant forces. This means that both change and resistance have to be continually monitored if one is to know what their current situation is. Lewin’s diagrammatic representation of the current situation being a fixed line can be modified. If the resistance force is weaker than the change force, then the current situation will be more in favour of change. The opposite of this is also true. If all the restraining factors can be turned around so that they face the opposite direction by means of creating a culture of resistance with innovation, the current situation is going to be moved which automatically represents change that has taken place. The current situation has been moved to a new situation. Similarly, if a change force is weakened, then the resistance force becomes stronger and the opposite is true. Thus it can be said that a decrease in resistance in one part of a system will result in an increase in resistance in another part of the system. Where the model of change becomes continual is where the current situation is continually dynamic thus representing a need for continual resistance and change analysis.

Lewin is of the opinion that restraining or resisting forces cannot lead to locomotion. The researcher wishes to differ from this slightly in that if a resistance force is stronger than a change force, the movement will tend to be against change. It is only possible to have no locomotion if the two forces are in balance (Lewin, 1963:259).

**Figure 2.1 Kurt Lewin's force-field analysis**



**Source: Fossum (1989:13).**

The force-field analysis model was originally developed within the group context where the forces acting on the members were used to reach a desired state. Within the systems model of organizations where every organizational system element is interrelated, there is vast potential of using the model to achieve a desired state with any organizational element. This suggests that a group, for example, can be used as a force applied on any other organizational system elements in order to produce a desired result from that element. What this implies is that the forces (either resisting or driving) can originate from any part of the organization (see chapter 4, figure 4.6 for details on this proposed model).

Kurt Lewin's model can be used to evaluate any organizational process which is dynamic. The current situation can therefore be defined by means of any

dynamic process taking place. An example of this would be to say that organizational culture is a dynamic process and therefore the current organizational culture will be continuously affected by driving and restraining forces. This can be applied to any dynamic process within an organization. Further chapters within this dissertation discuss these factors individually and are going to prove that all processes are in fact dynamic and further that all organizational processes lead to resistance increase or decrease based on Lewin's model. When dealing with any aspect of organizational change, resistance analysis will therefore become necessary. This formula applied to any dynamic process will show that resistance is an inevitable outcome of any organizational dynamic process. The one point which the researcher would like to add to the above theory is that resistance forces need not only be forces that act upon the current situation as defined. Resistance can be defined and has deviating levels within the company. If this is so, then resistance is not merely a force acting on the organizational elements. It can be an element itself, where the other elements can act as forces upon resistance. This means that continual analysis of resistance and utilization of other elements to control resistance can lead to resistance being utilised to initiate change.

The above two theories are the basis of the approach to this study. In order to access the possibility of resistance causation in other models of change, various models and approaches in use will now briefly be analysed.

#### **2.4.2 MODELS OF CHANGE INCLUDED IN THE FORCE-FIELD MODEL**

In introducing the force-field model, certain other change models that were based on the thinking of the forced-field model were mentioned. A discussion of these three models is now given. The first is the intervention theory model of change.



### 2.4.2.1 THE INTERVENTION THEORY MODEL OF CHANGE

The key focus of the intervention theory model is based on the **internal** changes that can occur within the organization and for this reason is applicable to this dissertation in that it is being proposed that group resistance arises from the internal processes of the organization. The model was developed to alleviate the fact that organizations do not know how to generate data relevant to their problems, develop solutions to problems, make decisions and develop a shared commitment to these decisions. The model suggests the use of an intervenor to implement the necessary changes. Argyris, who developed the model describes three basic requirements for being able to find solutions and reach shared commitment to decisions. These are as follows:

- ◆ an intervenor should be used to aid in the forming of information about the client system that is valid and that represents the whole system.
- ◆ once information has been formed the client must be able to make a choice of which information he is going to use so that the system does not become dependent on the intervenor. Decision making should lie with the client and not the intervenor.
- ◆ the client must have ownership of the choice that is made (Argyris, 1973:17-20).

If we consider the above steps in managing change, we can see that there are certain advantages and disadvantages of using the model. The disadvantages will now be shown as being possible causation factors of resistance.

Firstly, the fact that an outside person is brought in to gather information allows the analysis to be objective. It can, however, lead to a certain amount of negativity due to the fact that the people within the system being studied are going to feel that their point of view is better than that of an outside person. This

perception is common to most groups or sub-systems and will be a key initiator of resistance, estimated to take place in the initial stages of the model implementation, due to fact that the change process will cause resistance immediately. This resistance could take on the form of unacceptance of the change agent by the various sub-systems within the organization which are being studied. This lack of acceptance can lead to false or untrue information being gathered by the intervenor. The resistance will be perceived as being a threat to the parties who brought the intervenor into the system which may lead to counter resistance from the side of the management. According to Argyris (1973:72) the process of change is influenced by the values of the executives within the organization. The executives or management will tend to decrease resisting forces by selling aspects of the change so that driving forces are increased.

By doing this, the level of effectiveness is increased. However resisting forces are also increased because of the “negative interpersonal impact that the necessity to sell” places on management, the mistrust caused within the employees, inhibition of questions and fears, feelings of being manipulated, and dependence and submissiveness caused by unilateral management strategy. These increased resistance forces are not directly dealt with according to Argyris, and thus the general result of change is an increase in effectiveness, as well as increased resistance and an increase in what Argyris terms **“the gross organizational tension level”**. Argyris states, regarding resistance to change, that “Remaining true to their values, the top executives respond to the increased tension level by creating new rational forces . . . by bringing to bear new controls, and by issuing new orders to overcome the resistance. This tends to coerce the subordinates, especially when interacting with their superiors, to suppress their confusion, their feelings of distrust, and the tension related to the new program.” From this resistance causation can be seen to be cyclic and continuous. A situation of resistance to resistance could then occur.

Within the initial stage of using the intervention theory model to initiate changes that are necessary, resistance as seen, is already experienced. If the model

incorporates an opportunity to analyse this resistance thus making resistance and change interdependent, then the resistance experienced due to the introduction of the change will be able to be defined and used to plan the next step of the change process. If this resistance that arose in the first stage is ignored, serious consequences of cumulative resistance can be experienced within the next stage of the change process. What is being proposed here is based on the idea that once a change in the organization has occurred, whether it is the desired change, or resultant from creating the desired change, the entire scenario of what is being dealt with in terms of resistance would have changed, thus requiring new data regarding the current situation if the change processes is to be successful.

Argyris did cover the possibility of resistance caused by the lack of acceptance of the intervenor by indicating that the client needs to form an ownership of the idea. The question to ask here is whether this ownership means management ownership or total system ownership. In response to this question one could say that by forming ownership, one needs to entrench or stabilise the change and make it acceptable to the client. Wolmarans (1995:22), suggests that one of the guidelines to facilitate the change process is to foster ownership of the change, which is strongly supported within Argyris' model. The researcher is of the opinion however, that ownership can lead to further resistance if it is not acquired correctly. It is necessary to elaborate on the concept of ownership in order to clarify this opinion.

When looking at ownership within the systems approach, where an organizational group can acquire the status of being a single entity, ownership can be divided into two sections. Ownership can be experienced on a **group oriented** or **communal** basis. **Group orientated ownership** can be defined as the ownership that a specific sub-group within the organizational system has regarding an idea or decision, whereas **communal ownership** would be defined as numerous sub-groups having ownership of the same idea. The first concept can lead to inter-subgroup resistance, where one subgroup resists another due to

the fact that they have conflicting ideas of the desired change. The second leads to group resistance purely on the basis of subjective views of the common idea.

The second factor that needs to be considered is whether or not the intervenor will be able to gain a true picture of problems because of the fact that he is an outsider and that the people working in the system know that he is there as an initiator of change. The possibility exists that they will in fact put on a front because they might experience the possibility of change as threatening. In this regard, Steyn and Uys (1990:57-60), refer to the advantages and disadvantages of active versus passive observation of a group and to research in this regard. These can be summarised as follows:

**Table 2.4 Advantages and disadvantages of active and passive observation**

Advantages	Disadvantages
<p><b>Active observation:</b></p> <ul style="list-style-type: none"> <li>• The researcher can obtain first hand, trustworthy information.</li> <li>• The researcher can gain insight to the basic motivation of behaviour in group context.</li> <li>• The researcher can come to know the members in depth.</li> </ul> <p><b>Passive observation:</b></p> <ul style="list-style-type: none"> <li>• Objectivity can be maintained</li> </ul>	<p><b>Active observation:</b></p> <ul style="list-style-type: none"> <li>• The researcher could become active in a way that objectivity is influenced.</li> <li>• Complete notes cannot be made if group is unaware that they are being observed.</li> </ul> <p><b>Passive observation:</b></p> <ul style="list-style-type: none"> <li>• Awareness of passive observer can influence the behaviour of the group members</li> <li>• Could result in distortion of reality.</li> </ul>

**Source: Steyn and Uys (1990:57-60)**

Steyn & Uys (1990:58) discuss the research of Polansky on the observation process, where it was found that observers were initially treated neutrally, but that they later became the objects of a projection of frustration and animosity (resistance). Further, the findings of Deutsch are given where it is shown that competing groups display a greater awareness of observers than was the case with co-operative groups. These findings lead to the question of whether the

intervenor will be able to stay objective, yet get close enough to the group to be able to gain a clear perspective of the facts. The key problem here would be that the moment the intervenor begins to understand the system more clearly and is accepted as knowing enough about the system to be truthful, he also begins to form subjectivity based on perceptions and these allow for the seeping of this subjectivity into his analysis of the situation. This element of subjectivity can lean more towards the opinion of one sub group within the system that he is studying, and in turn lead to resistance being experienced by another subgroup as to the actions of change to be taken. Further, we are working with various sub-groups during the change process and the above research shows that there is going to be more competition and conflict between these groups. This means that intergroup resistance is likely (see chapter 5, section 5.5.2.2).

The intervention theory model allows for this intergroup competition phenomenon in theory by including the fact that the intervenor should gather information that is applicable to the whole system and not various sub-systems. However the moment any subsystems exist, it becomes impossible to represent the entire system as a whole and each subsystem has its own beliefs which it believes are better than those of other sub-systems, once again leading to resistance. This theory is especially applicable to the South African labour context because of the fact that there is an extremely diverse labour force consisting of various cultures, norms and values. This leads to many varying perceptions and therefore vast potential for resistance. If change is to take place, then resistance to various stages of the process needs to be continually analysed and information in this regard has to be incorporated in further change plans.

The general criticism against the intervention theory model as is represented here is as follows:

- ◆ The current model suggests that the interventionist should not act out an “expert “ role.

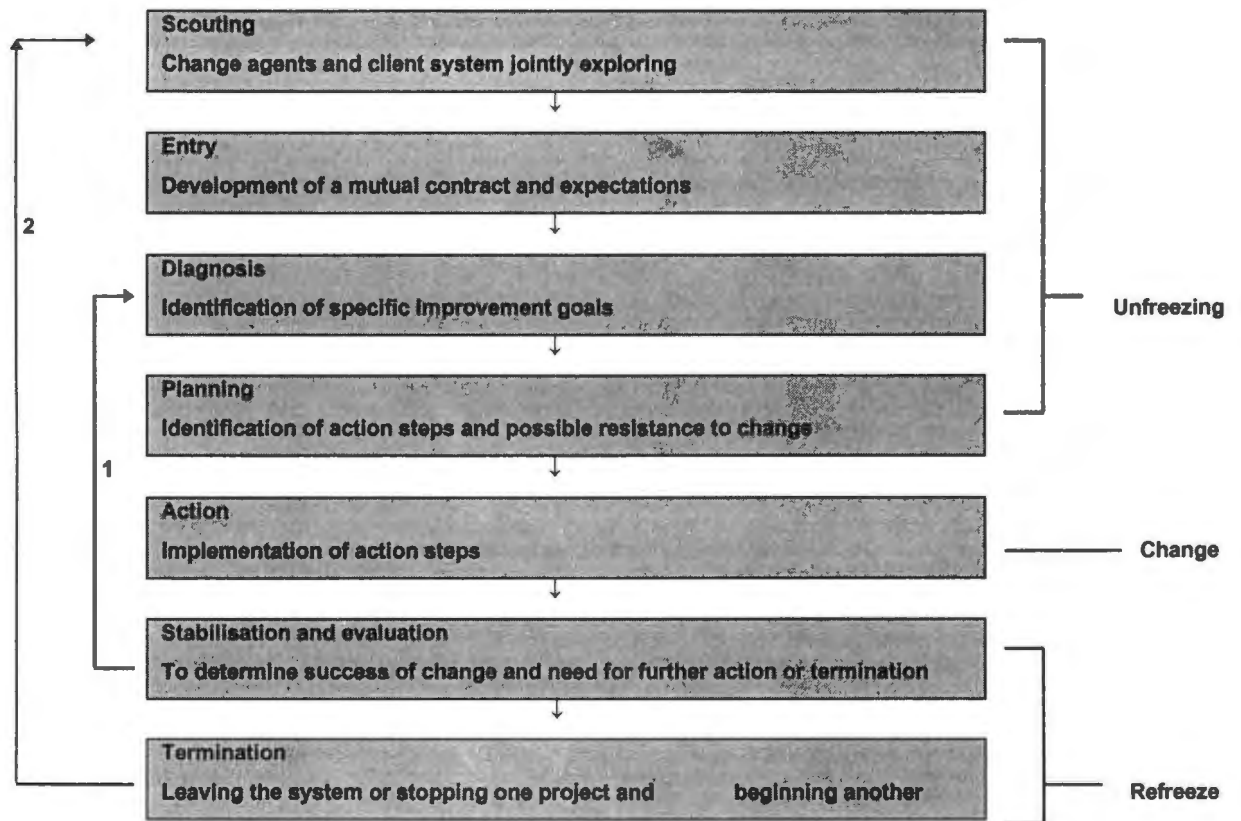
- ◆ The model did not offer research-based evidence of the validity of the assumptions.
- ◆ The model contains inconsistencies in terms of the fact that not everyone is able to make free, informed decisions and that there may be a difference between a free choice and an effective choice. (Huse, 1980:85-86).

The intervention theory model, when being used as a means of change implementation, can be said to be a possible causation factor of resistance due to dynamic processes that result from its implementation. The effects of this cause group resistance as defined in chapter 2, section 2.2.5. The next model of change which falls under the thinking of Kurt Lewin is **planned change model**.

#### **2.4.2.2 PLANNED CHANGE**

The planned change model was one of the first comprehensive and systematic change models that was developed by Lippitt, Watson and Wesley, and based on the original change thinking of Kurt Lewin. The key principles underlying this model are that all information must be openly shared and that information is useful only if it can be transferred into an action. The planned action model can be divided into a seven step process and can be diagrammatically represented as follows (Huse, 1980:88):

**Figure 2.2 Planned change and Kurt Lewin's typology of change**



**Source: Huse (1980:87).**

The model consists of the steps of unfreezing, changing and refreezing whatever is required to change. The process is somewhat simply stated, yet much more difficult to implement. Frequently, strategies will be changed and modified based on the fact that the model allows for rediagnosis. However there are only two places where this is allowed, represented by arrow (1) and arrow (2). The model does not include continual resistance analysis and we have already seen that change factors and resistance factors are inseparable, and that dynamic organizational processes make any planning subject to redefinition (see chapter 1, section 1.1). The applicability of the process can be questioned with regard to its relevance in the current continually change organizational environment. According to Goldberg and Sifonis (1994:23), three steps of change, namely “unfreeze, change and refreeze” worked well when change occurred as an occasional event. When change takes place in many areas concurrently, the last

stage should be replaced by the term “dynamic thinking”. By doing this the company culture becomes dynamic where, after each change, people wait in anticipation for the next change. The object of this is so that the company can stay dynamic and not “refreeze” the culture of the company to suit the new strategy.

The researcher tends to agree with this view point, in that the moment one refreezes a change, it becomes static and difficult to change again, should this be required. With regard to this, the reader is referred to chapter 5, section 5.5.2.3, where empirical support for this statement is given.

Lippitt, Watson, Schein and Bennis elaborated on the steps of change within the planned change model due to the fact that it was possibly too simply stated and developed five phases of planned change (Burke, 1987:57). The phases that were added to the model are as follows:

- ◆ development of a need for change, where unfreezing occurs by means of a change agent demonstrating a need.
- ◆ a third party sees the need and brings the change agent and the system together.
- ◆ the client system sees the need and seeks consultation.
- ◆ establishment of a change relationship.
- ◆ working towards change which includes:
  - clarification of system’s problem
  - examination of alternative routes and goals.
  - transformation of intentions into actual change efforts.
  - generalisation and stabilisation.



- achieving a terminal relationship.

Although these stages were added, it does not solve the issue that the model tends to refreeze any change, thus resulting in causing future resistance possibilities, should change in the specific area be required again. When analysing this model further, the researcher would like to equate the above model to the stages of the change process and then to elaborate on how the two are in fact similar. Further, once the similarity is established, the key disadvantages of the current **stages of change model** will be pointed out. According to Fossum (1989:40), the following stages exist in the change process:

- ◆ The first reaction is that of **denial**. This is when the group who is affected by the change fails to see its part in the whole process and believes that no major change will occur that affects the group personally. Denial is a subtle, indirect form of resistance to the change and could be caused by a feeling of being threatened by the proposed change. This stage of change can be equated to what Braverman writes concerning co-operation as a means of resistance, as quoted in chapter 1, section 1.1 as well as to the concept of covert resistance as discussed in chapter 2, section 2.2.1.
- ◆ The second reaction is that of **resistance**. This is the key factor around which this study is based and is characterised by negativity and opposition to the proposed change. It is the direct resistance that results from denial and is a more aggressive reaction to the proposed change. What is important to note here is that resistance is an inherent reaction to change and therefore instead of being viewed negatively, should be transformed into a positive aspect of the change process. Due to the fact that it has been shown that resistance has many aspects and characteristics and means of manifestation, it seems oversimplified to term this stage of change “the resistance stage” and the researcher would like to propose that this stage be called the stage of **direct or overt resistance** (see chapter 2, section 2.2.1 and figure 2.3).

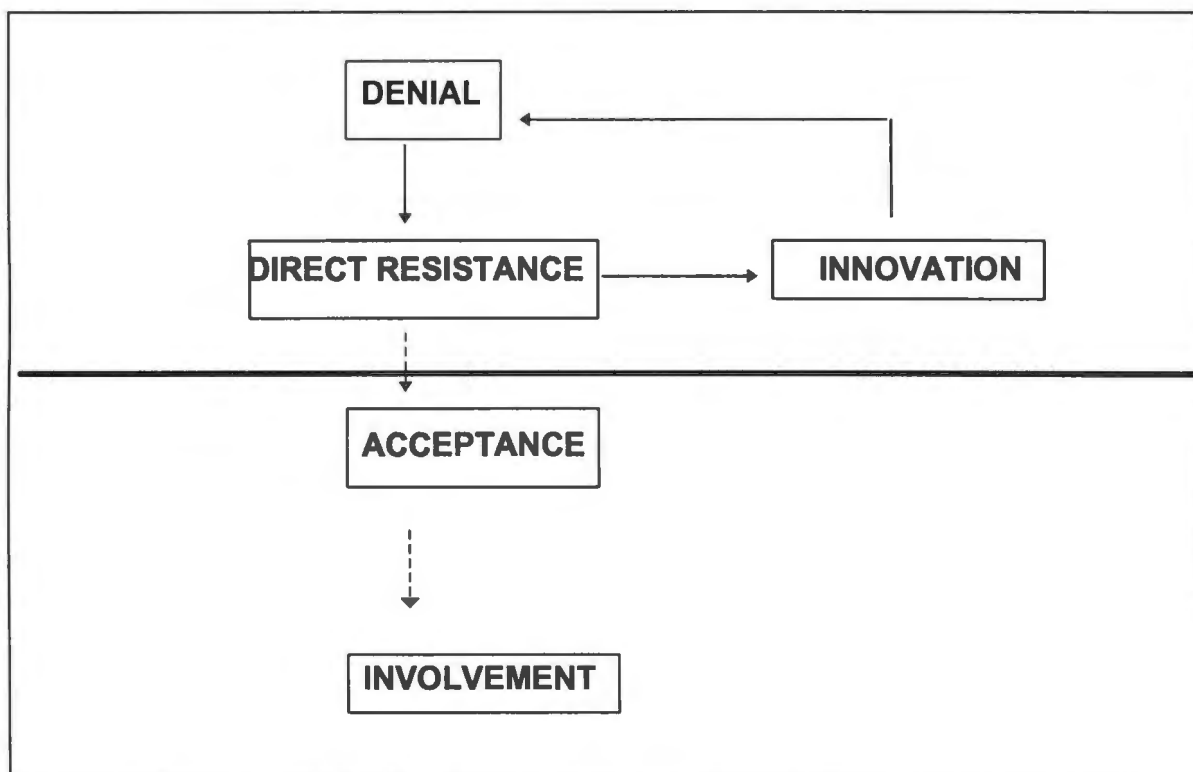
- ◆ The third reaction to change is that of **adaptation**. This is where the change becomes accepted by the involved group. The group begins to feel more secure about the change. However they have not had any real input into the change process. This acceptance is due to becoming accustomed to the idea of the change. If their initial resistance was diagnosed and used to gain their input through a process of disagreeing and giving suggestions , then ownership by the involved group could have been achieved instead of mere accustomization.
  
- ◆ The final stage is that of **involvement**. This includes the actual participation of the group in the change that has taken place, which can be compared to the definition of managed change given in chapter 2, section 2.3. We can see that there are a number of processes that need to be completed before reaching a state of successful managed change as it is defined. Within the systems approach, one could say that various sub-systems or groups within an organization will reach the involvement stage at different times. Due to this, resistance will be experienced (see chapter 5, section 5.5.2.3 and 5.6 for empirical support of this statement).

As stated prior to beginning this discussion on the stages of change, the aim is to show the similarity between the stage of change and the planned change model. With regard to this, it can be said that planned change means that one has to refreeze the changed behaviour in order to stabilise it, while the stages of change indicate that through acceptance of change, it becomes stabilised. Therefore, it can be concluded that refrozen change is in actual fact change which has been accepted and where groups are getting involved in the processes. This refreezing of the change leads to the groups beginning to feel a sense of security and stabilisation. It is also apparent then that groups will be in different stages of security and stability within the system. Any new changes will have vastly different impacts on the groups based on their current state regarding the previous change process, as well as their perception of any future proposed change. This indicates a cumulative nature of resistance and suggests that

resistance needs to be analysed in order to know what the current situation of resistance is.

The second factor that needs to be considered is that of the refreezing stage. If any further changes are required then stability will once again need to be challenged and resistance will again exist where it will have to be dealt with by going through the stages of change, again, to acceptance. This tends to give the change process a “stop-and-start” rhythm instead of a flowing continual rhythm. The researcher proposes that from the resistance stage, instead of moving only to the stage of acceptance, innovation is achieved through the challenge and instability that the change poses, so that new ideas arise from the resistance. This can be diagrammatically represented as follows:

**Figure 2.3 Proposal for the stages of change**



**Source:** Developed by the researcher

The above diagram is a proposal which needs to be considered in conjunction with an organizational cultural change. The reader is referred to chapter 4, section 4.2.2 for a detailed discussion on organizational culture. At this point,

however, the diagram represents the fact that a culture of continual change has to be created by means of allowing the resistance phase to lead to innovation, whereby points of change that lead to resistance must be complemented by innovative thoughts and ideas so as to find a balance in resistance through a compromise. The final change model based on the thinking of Kurt Lewin will now be discussed. This model is the **action research** model.

### **2.4.2.3 ACTION RESEARCH MODEL**

Action research is a cyclic process focusing on several main issues. These include the following:

- ◆ joint collaboration between the client and the change agent.
- ◆ heavy emphasis on data gathering.
- ◆ preliminary diagnosis prior to action being taken
- ◆ careful evaluation of results before action is taken.
- ◆ development of new Behavioural Science knowledge which can be applied to other organizational settings.

This model is diagrammatically represented in figure 2.3. There are seven main steps to this model, as represented in the figure (Huse, 1980:89-91). These are as follows:

#### **◆ Problem identification**

This stage is characterised by the fact that a problem exists and the possibility that this problem might be alleviated by bringing in a change agent. It usually begins with a key person in the organization. Obviously the same problem will be relevant to the change agent, as discussed under the Intervention theory and method (see chapter 2, section 2.4.2.1).

#### ◆ **Consultation with a Behavioural Scientist**

The change agent (someone internal or external) and the client work closely together in terms of the problem. Openness and collaboration must be established from an early stage with regard to the change agent's own assumptions, values, and frame of reference so that these do not have an influence on the solution that is achieved. It is important to note here that no attention is given to the fact that the change agent's opinions might change during the course of the study and that he might become subjective while moving closer to the system.

#### ◆ **Data gathering and preliminary diagnosis**

The consultant is usually responsible for this stage and uses the following four methods in order to gather the required data:

- ◆ interviews
- ◆ observation
- ◆ questionnaires
- ◆ organizational performance data

#### ◆ **Feedback to the client**

The client system receives feed back pertaining to the data that the intervenor gathered. This helps the client to determine the strengths and weaknesses of the organization and to gain a clearer picture as to the problem and what needs to be changed.

#### ◆ **Joint diagnosis of the problem**

Here the group discusses the feedback and decide whether or not it is a real problem which requires attention.

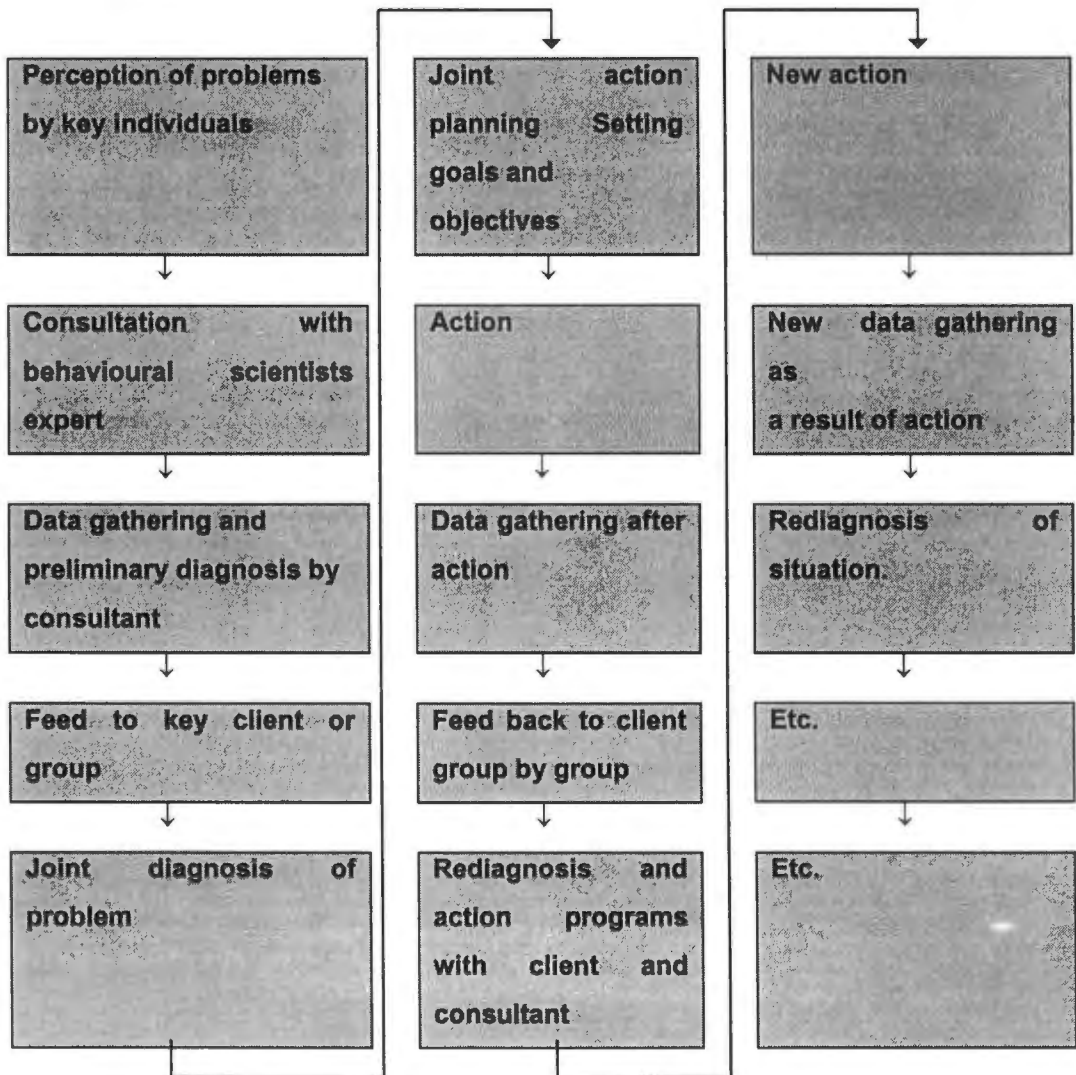
◆ **Action**

This step is usually the beginning of the “unfreezing” process and is characterised by the decision of what further steps need to be taken in order to make the necessary changes.

◆ **Data gathering after action**

This is done to monitor the effects of the action and completes the cyclic action of the change which then leads to rediagnosis and new action.

**Figure 2.4 Diagrammatic representation of the action research model of change.**



Source: Huse (1980:89).

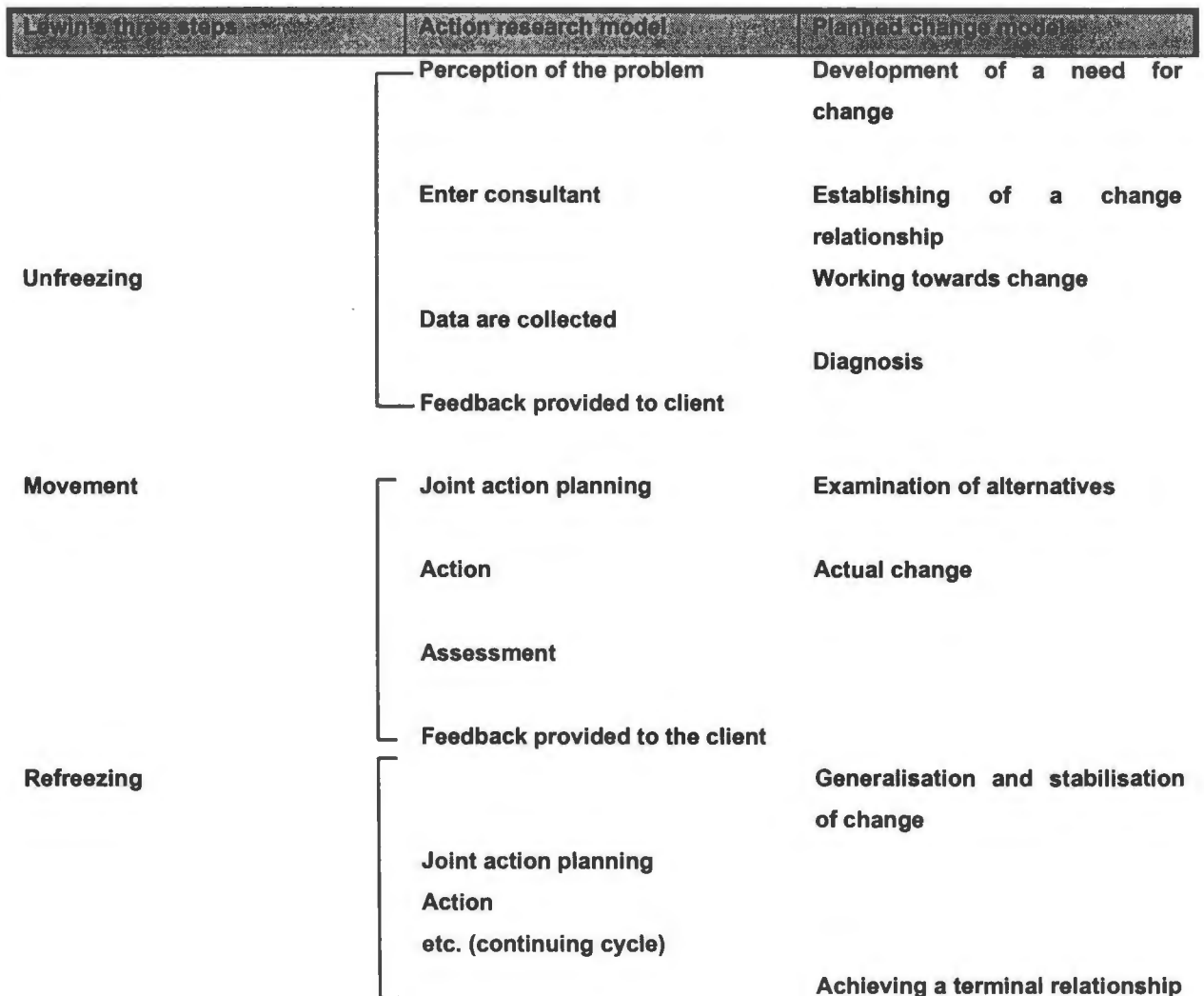
The action research model of change has vast potential in using resistance as a promoter of new changes due to the fact that it allows for rediagnosis of the situation in order to initiate new action, provided that resistance that develops in each stage is correctly utilized. Due to the fact that unfreezing initially always causes a certain amount of resistance, the model should incorporate a means of handling and using this resistance concurrently during the model and not rediagnosing at the end of the cycle. The model does not, however, make mention of, or incorporate the resistance to change factor during the process at all, thereby failing to acknowledge that change initiation can cause resistance reactions prior to any actual change steps occurring. This factor could quite easily be implemented during the joint discussion phase where resistance analysis could be done. This will only be effective if the change agent's diagnosis and data gathering is correct and this is subject to the same conditions discussed under the intervention theory model.

When studying the model, one would have to determine the points at which resistance would be experienced and then to incorporate resistance analysis into the points of the cycle where resistance occurs. The first place where resistance could be experienced would be during the stage of identification of the problem, where certain sub-groups of the system could have different perceptions of the problem. When deciding on the route to be taken in the management of the problem through a change process, different sub-group perceptions of the problem are going to be threatened by the proposal of change. Unless this resistance is properly dealt with at this stage, it will have negative results in the following stages of the model. The transferred resistance of the first stage plus any possible resistance caused in the second or third stages can lead to numerous problems which are cumulative and cyclic and will follow the cyclic nature of the change model as well. As in the previous models, there is a failure to provide points where resistance can be analysed and be interdependent with the changes that need to take place. The above three models are summarised together by Burke (1987:61) into what he terms the generic model, which will be discussed briefly.

### 2.4.2.4 GENERIC MODEL OF ORGANIZATIONAL CHANGE

The generic model, as laid out here will be used to represent the three models of change as above in chapter 6 where additions in terms of adding elements to handle resistance will be discussed and will be made applicable to all three models by means of using this combined model. It is diagrammatically represented as follows:

**Figure 2.5 Diagrammatic representation of the generic model of change.**



Source: Burke (1987:61)



The process of the generic model contains the following elements:

- ◆ An outside consultant and change agent
- ◆ Gathering of information concerning the client system by the consultant in order to understand the nature of the system and then reporting this information back to the client so that action can be taken
- ◆ Collaborative planning between the consultant and the client system for the purpose of change.
- ◆ Implementation of planned change by the client system based on the information and aid by the consultant
- ◆ Institutionalisation of change.

As in previous models discussed, it is clear that resistance arising in any of the above stages fails to be continually handled within the process of the model. Due to that fact that this model is a summary of the other three models described, it is unnecessary to give an analysis of the model. The model is included in the study for utilization in chapter 6 as a comparison tool when proposing new methods. This is done so as to simplify the comparison task by using one instead of three models. Besides the models discussed, there are various approaches to change which can be utilised. Each of these will be briefly summarised and the resistance causation potential will be pointed out.

## 2.5 APPROACHES FOR CHANGE IMPLEMENTATION

The various approaches are summarised from Fossum (1989) and are as follows:

### ◆ **Configurational Learning Model**

The key point of departure of this model is that people are guided by language patterns and previous experience when they select what to perceive and how to interpret it. This phenomenon is called “**configuration**”. Configurational learning is when a previously determined configuration changes and involves the following:

- ◆ rearranging
- ◆ adding to
- ◆ subtraction from
- ◆ re-evaluating previous configurations (Fossum, 1989:17).

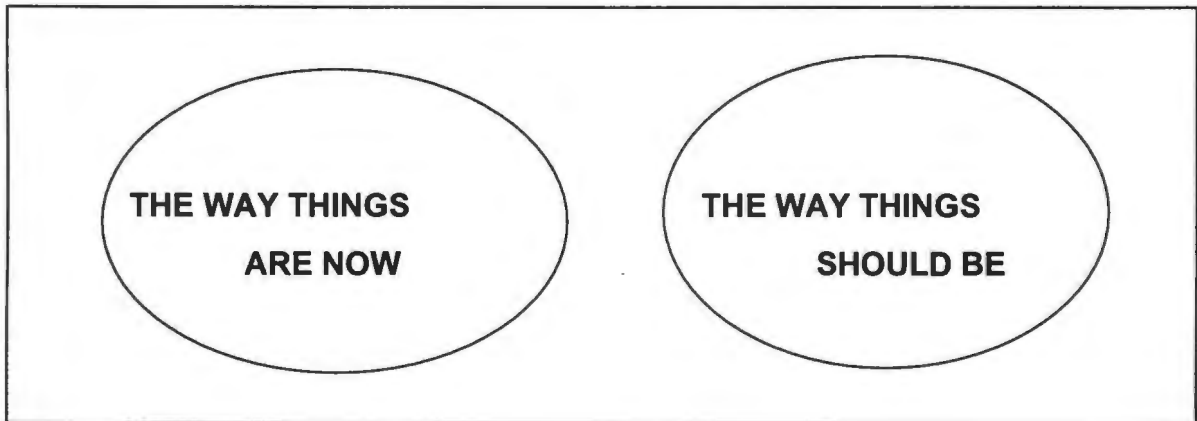
It is inevitable that not everybody's configurational change need will occur at the same time and this is where resistance will be experienced. This is especially applicable to groups found within an organizational system. The configuration of one group will be vastly different to another. Any change will cause a faster configurational adaptation in one group than in another group thus leading to the causation of resistance. This is supported by the discussion on change and managed change in chapter two, section 2.3.

This model, when studied in terms of resistance utilization, could be central due to the fact that one of the main causes of group resistance is that of varying perceptions as to the changes that are necessary and those that are not. In changing the “configuration” of a group or a person one cannot but experience resistance to the attempt of change. It is for this reason that proper utilization of the phenomenon of resistance is vital if this model of change is to be used for implementation, an aspect which this model is lacking. A method of handling the resistance needs to be incorporated.

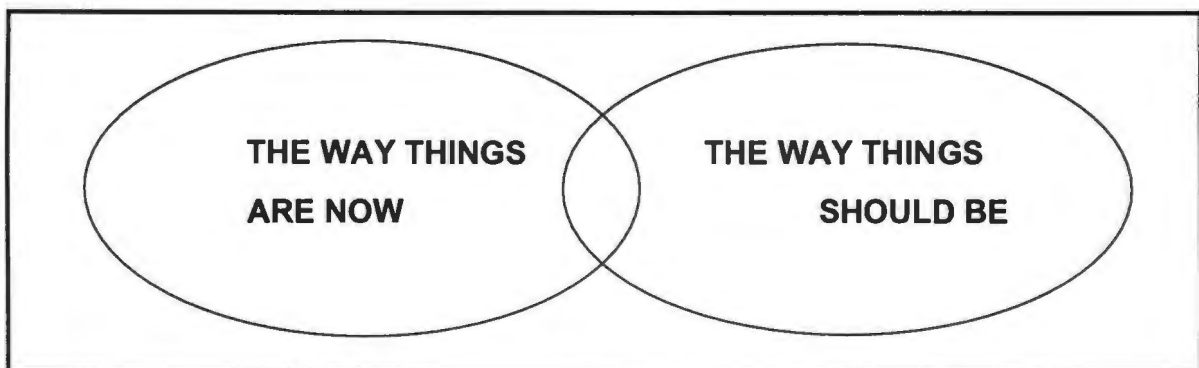
◆ **Gap Analysis Model (Delta Analysis)**

The key point of departure here is that change is seen as converting the way things are now to the way things are desired to be. It can be diagrammatically represented as follows:

**Figure 2.6 Diagrammatic representation of the gap analysis model of change.**



The main idea of change would be to allow these circles to partially overlap where the overlap represents what should be kept of the present:



**Source: Fossum (1989)**

Resistance as to the way things should be, in this model is inevitable due to the fact that groups within the organization are going to have varying perceptions as to how things should actually be, resulting in intergroup resistance.

Veldsman (1995:35) gives a complete analysis of this model in his article "Closing the gap between where you are and where you want to be". In his article he states that the gap between what is and what should be needs to be interpreted in order to be closed. This interpretation consists of the organizational mode as well as the components identified in order for change to take place. Change is about letting go of the current and embracing the unknown, which presents a state of insecurity leading to feelings of guilt, resentment, anxiety, misunderstanding and stress. These feelings are all factors which will lead to resistance. Veldsman does however also say that it could lead to innovation, renewal, redefinition and growth. The gap analysis model is bound to cause resistance due to the fact that it is an approach which challenges the present and creates a state of insecurity. The approach can lead to innovation as stated by Veldsman, however it does not have a clearly defined procedure for the continual handling and incorporation of resistance utilization.

#### ◆ **Innovative Change Approach**

According to Fossum (1989:21), innovation means developing an idea into a practical application and it requires changes in the following:

- ◆ behaviours
- ◆ processes
- ◆ functions

According to Nolen and Nolen (as quoted in Fossum, 1989:21), there is an eight step model to innovation:

- ◆ acknowledge the need to innovate
- ◆ clarify the need to innovate
- ◆ generate innovative ideas
- ◆ select the ideas most likely to succeed
- ◆ firm up the idea
- ◆ perform a gap analysis

- ◆ develop action and contingency plans
- ◆ implement action.

This approach to change recognises the need for innovation in the sense that it says that innovation leads to change. Change, however, naturally leads to resistance. What this model fails to do is discuss methods of using resistance to lead to innovation. By incorporating a gap analysis method, we can refer back to the discussion on the gap-analysis method in order to elaborate on this approach to change.

#### ◆ **Leadership Intervention Model**

This model was devised by Blake and Mouton and is characterised by the point of view that leadership style can be used as a change agent. They define five styles of leadership:

#### ◆ **Task leader**

The leader's primary concern is the task. The role that the task leader change agent plays is to plan, direct, and control behaviour due to a belief that people are generally lazy and irresponsible. This view is based on McGregor's Theory X (Puth, 1994:19).

In order to determine the effects of this style of leadership on the amount of resistance that arises due to it, it is necessary to take a brief look at the communication network that arises out of this style of leadership. Should the view of management concerning the workers be this, then a direct downward communication style would be used where orders are given and workers merely follow. This in itself would create resistance due to the fact that the gap between the workers and management views would be vast. In using this kind of leadership, the resistance formed would be great, but because of blockages in the communication system, resistance would never be given the opportunity to be utilised positively.

◆ **Impoverished leader**

This type of leader avoids involvement and his key role in change is to tell people what to do and to let them decide on action because of the fact that he believes that nobody can really be changed. The key element of change being management support in the process is not present here. Resistance to the change process in this style of management starts at management level and in order for change to become possible, the management resistance has to be used positively within the process first, before it can be used positively in feeding positive resistance to change down the hierarchy.

◆ **Middle-of-the-road leader**

This leader looks for workable solutions by compromise and finding a balance and tries to gain consensus before implementation of change. This style of leadership has great potential in change provided that resistance caused by trying to gain consensus is used correctly. It is a great leadership style to be employed with the soft systems model of change (discussed later) as well as the gap-analysis model, however resistance must be used to further the change.

◆ **Team leader**

This type of leader has a great concern for both people and the task and tries to involve people and their ideas into the change process. As in the above model, this leadership style has great potential when used in the models of change to utilise resistance experienced to promote change (Fossum , 1989:23).

◆ **Naca Model Or Approach To Change**

The term "NACA" stands for "Notice, Attitude, Choice, and Action". The key point of departure lies in the fact that people can very often understand the need for change from an intellectual viewpoint but their innermost feelings are in conflict with this. The NACA change cycle occurs at different rates in the intellectual and emotional level where people may be ready to take action intellectually but where

their feeling are still in the attitude stage. This split, according to Fossum (1989:25), can often cause confusion. The researcher would like to state that this confusion could be the key point to resistance to the change that is about to take place. The NACA model fails to explain how resistance caused by the approach can be managed or used effectively within the change process.

The above approaches to change have been briefly mentioned and the various effects discussed are explained and referred to in different sections of the rest of this dissertation. When the dynamic process of the organization is discussed in chapters 3 and 4, the practical implications of each above effect are clearly laid out. It suffices to say that when each of these approaches is applied within the dynamics of an organization, each has potential to become a resistance causation factor. This means that group resistance arises from the organizational process and then effects the efficient functioning of that process. Thus organizational processes are the creators of the element that is most threatening to them. The final theoretical aspects that will be approached are the models of descending order of unilateral power with regard to change and resistance.

## **2.6 MODELS OF DESCENDING ORDER OF UNILATERAL POWER**

The following seven most commonly used approaches to change using a descending order of power are identified (Huse, 1980:27):

### **◆ The Decree Approach**

This type of change comes from the top and is passed down through the organization with one way communication as a key means of implementation. This method of change appears to be a type of change that follows the current hierarchical structures which exist. The researcher's opinion is that if change is to become effective and to be a process of resistance utilization, then the current

lines or channels of communication in the form of the hierarchical structure needs to undergo a drastic formation change (see chapter 4 section, 4.4.2).

#### ◆ **The Replacement Approach**

Individuals in high positions are usually replaced by others in order to bring about change. The key point of departure is that change in personnel brings about change in the organization (Huse, 1980:27). This form of change can lead to vast amounts of resistance being formed in that it is a threat to the upper levels of the organization. According to Puth (1994:126), the reorientation of organizational structures, and the thinking and cultures that accompany these changes are traumatic for the top structures. This poses a problem when trying to implement change due to the fact that, unless the change process is supported by current top levels it is going to be difficult to implement.

#### ◆ **The Structural Approach**

Here the key point of departure is that if the structure of the organization as well as the required relationships are changed then the organization behaviour will also change. The structures need to set up communication networks which allow for the resistance to turn to innovation which can be utilised for further change.

#### ◆ **The Group Decision Approach**

The group members participate in the selection and implementation of the alternatives and the group agrees on a course of action to take in order to implement the necessary changes. The key problem that I envisage with this type of change is that once groups are formed, there tends to be a certain amount of inter-group competition. In this regard, one group will always tend to think that their suggestion is better than that of the other group and this in itself will lead to inter-group resistance to the proposed changes.



#### ◆ **The Data Discussion Approach**

Information concerning the client is obtained and then the organizational members develop their own analysis of the data in order to find a solution. This type also leads to resistance due to the fact that differing perceptions can be formed during the data analysis stage and this resistance, once again needs to be utilised properly.

#### ◆ **The Group Problem Solving Approach**

The group generates its own data and then problem solving occurs from this. The dynamics of groups within an organization is discussed in detail in chapter 3 and therefore is not expanded upon at this stage. It suffices to say here that different views can arise leading to resistance.

#### ◆ **The T-Group Approach**

The group is trained to understand the individual and group behaviour processes. Due to changes in these processes, organizational changes are expected to occur. This approach suggests giving individuals in groups a framework or method by which they can understand others within the organization. A criticism against this would be that should this method be used, it will create a fixed categorisation method by which people are analysed. Once again, it creates a static fixture that is inflexible and therefore is not concurrent with the dynamic organizational characteristic.

## **2.7 CONCLUSION**

This chapter is aimed at forming a basis for the entire study. Firstly, the term “**group resistance**” is defined. The entire context and meaning of group resistance is given with the purpose of the reader using this context throughout the study and the mention of the term.

Secondly, two key models of change, namely the systems approach to organizational change and Kurt Lewin's force-field analysis model are defined and described. An interrelatedness of these models shows that organizations can be defined as systems consisting out of various subsystems or groups which function within the environment of the organization. This environment consists of numerous factors which act interdependently, where a change in one factor influences the nature of all the other factors. Thus when dealing with organizational change, based on the above, it is vital to be able to continually analyse the nature of each specific factor at a given time, and in relation to the dynamics of all the other factors. It is proposed that the interdynamic processes within the organizations are creators of intergroup resistance and therefore responsible for creating their own key hindrance factor. This proposal is proven in chapter 3. The above forms the basis for the following chapter and the viewpoint from which they will be discussed.

It is also necessary to look at the models of change that exist, from within the above approach and briefly explain how each model can become a resistance causation factor. The generic model of change which summarises the intervention-theory model, the planned change model and the action research models into one model which is based on the same assumption, this being that in order for change to take place, the current situation needs to be unfrozen, change action needs to be implemented, and the new situation has to be refrozen, where various steps or phases are used in order to achieve this. Use is made of a change agent who is external to the system in which the change has to take place. This change agent analyses the system by means of gathering data which is then given to the system and a method of change is worked out in consultation with the change agent. The actions of change are then implemented. The system is analysed once again and feedback of the assessment is given to the client system, who then replan and implement further steps of change and the cycle continues.

The key aspect, as discussed above, that is missing, is the continual handling and utilization of resistance that arises during each step of the process. As mentioned earlier, the fact that the change agent is external to the system can cause resistance in various forms to arise early in the processes of each model and should it not be utilised correctly, its cumulative effect throughout the process can have a vast impact on the result of the change process and the effectiveness thereof.

Secondly, various approaches to change were discussed, including the forced field analysis approach, the configurational learning approach, the gap analysis approach, the leadership intervention approach, the NACA approach and various approaches of descending order of unilateral power. These are briefly discussed as to how resistance can arise from their implementation into the dynamic organizational process. This will be expanded on in chapter four. Finally models of descending order of unilateral power are discussed and their resistance factor causation ability. These are also fully explained in chapter three.

From the above it can be said that organizational change which is essential for survival is not only met by resistance to change, but through methods of implementation of change, the organization as a dynamic system creates resistance which then affects the process of change. Organizational change is met by resistance, yet method of implementation actually cause the resistance that is met. This paints a negative picture, yet it proves that group resistance to change is inevitable. This inevitability leads to the question of what the effects of this resistance can be, how resistance is actually defined, and finally to question the fact that something so inevitable should surely be able to be utilised. Answers to these questions will be given as the study progresses. The next chapter concentrates on the group dynamic processes.

# CHAPTER 3

## GROUP DYNAMIC PROCESSES

### 3.1 INTRODUCTION

When studying the organizational processes, it can be said that the within the organization as a system, the following organizational elements are in interaction with each other:

- group development and performance.
- the purpose of the organization
- membership
- the organizational processes
- leadership of the organization
- organizational structure

The above elements were taken from Shani and Lau (1996:M10-5). These elements will be used to discuss the functioning of organizations within the systems approach. A diagram of how they are interlinked is given in chapter four, figure 4.6. It is important to state here that prior to a discussion on the interrelated functioning of the above elements, it is necessary to look at the complicated functioning of the first element, that being groups. It can be said that groups as an organizational element form the human part of the organization as a system. They will therefore be referred to as the **dynamic group element** of organizations from now on. The rest of the above elements can be said to be the inhuman elements that function within the organizational system and are termed **dynamic system elements** of the organization, from now on. It is clear that the dynamic group elements of the organization will have a complex process that needs to be taken into consideration when discussing the interaction process of

all the elements. For this reason, chapter three concentrates on the functioning of groups, or rather group dynamics.

### 3.2 GROUP DYNAMICS

Mullins (1996:232) defines group dynamics as the study of interactions and forces within small face-to-face groups, concerning what happens when groups of people meet. The researcher differs slightly from this in that it can be said that group dynamics is concerned with what happens between **groups** that meet. To expand on this, group dynamics can also be concerned with those processes which occur between groups that interact and this process is called intergroup dynamics. To expand on this definition of group dynamics, Steyn and Uys (1990:12) define group dynamics as the social scientific study of the way in which people behave within the small group context. It includes the following:

- the structure of the group
- the processes taking place within the group
- how the processes and structure influence the behaviour of the group
- the various roles played within the group
- the development of the group.

The researcher is of the opinion that group dynamics within organizations is slightly more complex. If one were to consider the organization as being a system, then one could say that this system has a dynamic nature (see chapter two, section 2.3.1, regarding organizations as systems). Further, this system is divided into various sub-systems. Each of these sub-systems could be said to have a dynamic nature. Therefore, what we are looking at within an organization is the following:

- The system as a whole is affected by various other systems around it. These can be described as the external systems which lead to changes occurring because of a change within the external environment. The researcher calls this **macro-group dynamics**.
- The sub-systems are the various groups found within the organization. A change in any of these sub-systems will lead to a change in the other sub-systems. This can be referred to as **micro-group dynamics** which can be divided into a further two sub-categories:
  - A change in one sub-system can affect the other sub-system and the dynamic process can be referred to as **inter-group dynamics**.
  - Secondly, each sub-system has an internal dynamic process which can be referred to as the **intra-group dynamics**.

As can be seen from the above, the group dynamic processes present within an organization are three-fold and group resistance arising due to changes is dependent on the various perceptions created within these dynamic processes as described above (see chapter 5, section 5.5.2.3 for empirical evidence hereof). It therefore is vital that we discuss these processes and their interrelatedness so as to be able to fully predict the result of change and the resultant resistance on the organizational development process. The first step would be to define the types of groups found within the organization.

### **3.2.1 GROUPS WITHIN THE ORGANIZATION**

Various group forms can be identified within the organization. Each of these groups can be said to form to fulfill a need within the human element of the organization. These include task groups, social groups, quality circles, blue

areas, green areas, trade unions, management teams and the list is as vast as the various attempts at arranging groups that are effective functioning teams.

According to Gibson *et al.* (1994:309), when looking at groups in the light of the organization, they can be defined as “an organized system of two or more individuals who are interrelated so that the system performs some function, has a standard set of role relationships among its members, and a set of norms that regulate the function of the group and each of its members”. Since the focus of this study is not actually on the types of groups within organizations but rather on the resistance that can arise due to processes occurring between various groups within organizations, the researcher would like to broadly categorize the organizational groups that are found into two categories, these being formal groups and informal groups (see chapter 4 figure 4.6, for role and position in the organizational interaction process).

The goal of these two types of groups is vastly different, yet one can be assured that the group dynamic processes that occur within the social group consist of the same elements as those within the formal group, yet the role performed by the group members within each process will vary greatly, as well as the dynamic functioning of the various elements. Within the organization, these two types of groups overlap and the roles tend to get entangled. Group resistance can arise out of this and it is important to look at the handling of the group dynamics process to utilize this phenomenon as effectively as possible. A further possibility of group resistance arising among various group within the organization is that of **intergroup discrimination**. Brown (1994:224) says with regards to this that “the mere act of allocating people into arbitrary social categories is sufficient to elicit biased judgment and discriminatory behaviour. From this it can be deduced the grouping of people together causes a form of diversity within the organization. The various perceptions existing due to this diversity can lead to group resistance. The formal and informal group within the organization will now briefly be discussed.

### 3.2.2 THE INFORMAL GROUP WITHIN THE ORGANIZATION

The informal group within the organization can be said to be that group which satisfies the social needs of the employees. According to Steyn and Uys (1990:9), informal groups within the organization develop on a more spontaneous basis and membership is generally voluntary. The boundaries of the group tend to be more flexible. Regular communication and interaction are necessary for the continuation of the group. Stacey (1996:382) is of the opinion that people who work together establish social relationships and form a social group. The aims of these social groups are not always the same as those of the organization and these social groups can often exert sanctions on members that are stronger than any pressure that the organization can apply. The researcher would like to add that these informal groups can often apply these sanctions to the organization in order to gain a need of the group. A good example of this would be a trade union. A trade union might not be classified as a totally formal organizational group, yet it is also not a fully-fledged social group, however it can cause its members to strike or take part in a "go-slow" in order to achieve its demands. The researcher would like to term this pressure applied as a form of resistance for positive gain. The strike action is a form of resistance to the organizational goals. The interaction between the formal organizational group and the informal trade union leads to or rather is a causation factor for group resistance within the organization.

Gibson *et al.* (1994: 310) strongly supports the above by saying that the formation of informal groups within the work situation is a response to social needs. He identifies two types of informal groups, being the **interest group** and the **friendship group**. The interest group is composed of members who are not necessarily members of the same task group but who are affiliated in order to achieve some mutual objective, This objective is group specific and varies from group to group. The fact that this objective is different within each group clearly shows that deviating perceptions and differing opinions with regard to certain



organizational aspects can arise out of this and this perception deviation leads to groups having conflicting opinions which is then a key resistance causation factor.

Informal groups develop to fulfill a more social need of the humans that are employed within the organization. The organization as a social system with labour division as a key characteristic, promotes the principle that the formal role can be replaced. However the informal group allows that the individual can never be replaced due to the fact that nobody can offer the same personality to the group. Due to the fact that membership is voluntary, it can generally be said that conformity to the group goal will be easier to obtain. Further due to the human phenomenon that people will generally mix with those who have something in common with themselves, diversity within the social, informal group tends to be less than in a group that is compiled for a specific purpose regardless of personality and common interest.

It must also be stated that the processes which take place within these informal groups can be influenced by the formal group processes as well as the dynamic system elements which are found within organizations. For this reason the informal group within the organization can be said to function under slightly different conditions in that informal groups that are subject to general societal conditions. The organizational environment has given rise to a new form of informal group that would ordinarily not have existed prior to the functioning thereof within an organization. Informal groups and their processes function in conjunction with formal groups found within the organization. It is important to analyze the role the formal group plays within the organization, prior to making a comparison of the functioning, thereby being able to determine the resistance causation factors of the interaction process.

### 3.2.3 THE FORMAL GROUPS WITHIN ORGANIZATIONS

The key reason why such a group would be formed is for goal orientated needs based on production goals of the organization. The following are examples of such groups that could be formed within organizations as given by Steyn and Uys (1990:8-9).

- **Work groups:** The key function of these groups would be to obtain a specific goal or objective within the organization.
- **Problem solving groups:** These types of groups are generally set up to determine a particular solution for a specific problem within the organization.
- **Remedial groups:** The general function of such a group within the organization would be to coordinate the activities of another group.
- **Legal groups:** The main function of these groups would be one of instituting rules and regulations applicable to the organization.
- **Client groups:** These groups are usually initiated in order to better the conditions of the members.

When looking at the reasons for the formation of a formal group, one can see that the goal is very different from that of the goal of a social group and further, that the goal for the initialization of each of the above groups is slightly varied as well. Further, task groups are usually formed out of people who have the skills to reach the goal of the group. This could be related to a social system where skills possessed by a member are more important than the member himself, thus the member can be replaced by someone who possesses better skills than himself. The above types of formal groups are briefly mentioned. It is of more importance to the researcher that teams as types of groups be discussed. The reason for

this is that organizations tend to be moving in the direction of team based organizational structures.

### 3.2.4 TEAMS AS ORGANIZATIONAL GROUPS

Within modern organizations there is a tendency to move towards the utilization of team based organizational structures. For this reason the need to profile these types of organizations in terms their ability to be group resistance causation factors is vital because of the fact that the researcher believes that a group-orientated form of resistance which is more complicated, is going to be the result of the shift to team based structures. The key purpose here is to ascertain how the systems model functions within group orientated organizations, firstly, and secondly, to ascertain whether or not the group interaction process within a system actually leads to group resistance causation. One matter that needs to be clarified with regard to this discussion is the difference between a group and a team. This is given in a table by Mealiea and Latham (1996:399) as follows:

**Table 3.1 The differences between teams and groups.**

GROUPS	TEAMS
<ul style="list-style-type: none"> <li>• Convenience based</li> <li>• Products of the environment or task</li> <li>• Conformist driven / norm-based behaviour</li> <li>• Interpersonal awareness</li> <li>• Task leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Intentional and purposeful</li> <li>• Product of member preferences or desires</li> <li>• Consensus driven / goal based behaviour</li> <li>• Interpersonal awareness and sensitivity</li> <li>• Principled and shared leadership.</li> </ul>

**Source: Mealiea and Latham (1996:399).**

As can be seen from above, organizations of today consist of both groups and teams. The team is merely a group that has reach an optimal level of functioning.

It is however, important to note that all teams start out as groups and that the group processes occur within teams as well. The functioning of the group processes is merely at a more advanced level within a team than it is in a group. Probably one of the most important aspects now is to ascertain why teams are considered so important within modern day organizations.

The following two research experiments are given in Gibson *et al.* (1994:307). These experiments were conducted to ascertain whether allowing a group more freedom (i.e. letting them develop into a team) would improve the group performance. These experiments are briefly discussed.

The first experiment took place at a paper mill. The experiment was done in the chemical pulp department, with 35 workers who were divided into 4 continuous shift groups of 8 to 9 workers. The role of a supervisor was removed and managers were reduced by half. Workers were trained in quality control and handling of information. The experiment was a success for the following reasons:

- people are social and enjoy interaction with others.
- trust and openness were achieved through interaction.

The above is an example of a successful experiment, however the next experiment as discussed by Gibson *et al.* was not so successful. The experiment took place in a steel fabricating plant. It was believed that creating autonomous work groups or teams would improve performance. Workers were given responsibility for the machinery maintenance. Key reasons why the change was not successful are given as being the following:

- management was hostile to the idea
- absenteeism increased due to the fact that structures and procedures that required changes were not altered.
- group structures changed the routine to which workers were accustomed.
- workers felt that their individuality was lost by becoming part of a group.

Above are two varying perception as to why groups and the use thereof in the organization are advantageous, but can also be disadvantageous. It can generally be said that groups or teams with organizations have their advantages but the change within the dynamic functioning of the organization due to group implementation is so vast that using teams can lead to the causation of a more complex type of resistance than was encountered before. It is important therefore to look at the group processes that take place and analyze these in terms of the group resistance that can arise due to a group or team based organizational structure.

### **3.3 PROCESSES THAT TAKE PLACE IN GROUPS**

Within each group certain processes take place. This, in term of a system can be said to take place among each of the various subsystems. Individuals are subsystems of groups. Groups will be subsystems of sections or departments within the organization, while an organization is a subsection of a certain economic sector. It must also be said at this stage that organizations can be made up of a human part as well as an inhuman part (e.g. structures, processes, and environment). These two parts are also in interaction, and both will be discussed. The human part is termed the group dynamics part while the inhuman part is termed the system. Groups and their dynamic processes will be discussed first in connection with the following broad elements:

#### **3.3.1 COMMUNICATION**

Communication is the key element to successfully functioning organizational groups. According to Wagner III and Hollenbeck (1995:290), communication can be defined as “the exchange of ideas through a common system of symbols”.

Mealiea and Latham (1996:128) define communication as “the generally predictable, continuous, and always present process of the sharing of meaning through symbol interaction” as well as being “the transmission of information and understanding through the use of common symbols, verbal and/or non-verbal.” Commenting on the above definition, the researcher would like to point out that communication of a change that is to take place will cause certain reactions (which will vary group to group existing in the organization). These reactions, due to the fact that the organization functions as a system will cause certain changes to take place in other parts of the system. As proven earlier, due to varying perception and change being perceived differently, resistance to change is inherent (see chapter 5, section 5.5.2.3). This says that the mere action of communication, although it is positive, acts as an organizational resistance causation factor, the fact that it causes changes within the system. Mealiea and Latham (1996:127) state that “ much of the conflict, confrontation, discord, and general misunderstanding that occurs between managers and other within an organization can be avoided if the basic components of the communication process were understood and used in interpersonal relationships”. The process of communication can be said to be the essence of organizational group interaction. The researcher tends to disagree with the fact the communication can avoid all the conflict, discord and confrontation for the reason that, in communicating, one can say that the varying group perceptions that cause conflict and resistance manifest themselves. The researcher would therefore rather say that communication can be used as an effective tool to utilize the conflict that arises because of the varying perceptions being expressed. Through communication, perception differences can be minimized, however never totally eliminated. These remaining perception deviations will be factors that are responsible for group resistance being experienced.

The communication process between organizational groups, which represents only a part of the interaction that organizational groups interact in, is subject to the results of other interaction process outcomes in terms of its success in alleviating group resistance. The above discussion is clearly related to chapter

two, section 2.3.1.1, where feedback systems are discussed. It can be said that communication can serve as a means of getting feedback of discrepancies flowing back in the system, thus promoting the use of these discrepancies (resistance) in order to promote and plan proactively for change.

In conclusion, it can therefore be said that communication is a factor that when regulated, can control group resistance that arises. This suggests that communication should not consist of only attaining a high level or a low level, but should actually be defined as having an optimal level in terms of resistance causation. The next group dynamics element is that of cohesion, which is now discussed.

### 3.3.2 COHESION

Cohesiveness refers to the degree to which members of the group desire to remain part of the group. It is a by-product or end result of group activity and is the result of group interaction (Tubbs, 1992:336). According to Gibson *et al.* (1994:320), the cohesiveness of a group can have a positive or negative effect, which is dependent on how well the group goals match those of the formal organization. This concept is complicated when one perceives the organization functioning as a system. One could say that the cohesion of one organizational group will be at a different level to that of another group which automatically leads to differences within the organizational groups. These differences are group resistance causation factors.

Another danger which lies in the idea of group cohesion, is that groups that are highly cohesive tend to fall into a pattern of **group think**. In Gibson *et al.* (1994: 322) the work of Janis is discussed and group think is defined here as “the deterioration of mental efficiency, reality testing and moral judgment”. The listing hereunder gives the characteristics of group think and it is clear that they have negative consequences in terms of being group resistance causation factors. This

is due to the fact that one group that has these characteristics, when in interaction with another group will fail to resolve conflict thus resulting in group resistance.

The characteristics are:

- the group tends to possess an illusion of invulnerability.
- there is a general tendency to moralize their opinion.
- a feeling of unanimity seems to exist between the members of the group.
- pressure to conform to the group goals, values and standards is generally applied to the members.
- dismissal of having opposing ideas is usually a consequence of deviation.

In conclusion, it can be said that interaction both within and between groups causes a dynamic process, and one can say that the amount of cohesion will fluctuate depending on the given circumstances and time. The group cohesion that is displayed is interdependent with all the other group processes that take place. It is as dynamic as the rest of the organization as a system and one could say that when cohesion to the organization by various groups is high, group resistance would be lowered, while the opposite is also true. This leads us to believe that control of the resistance levels can be achieved by controlling the cohesion levels. Once again, cohesion levels are subject to the given state of all the other interdependent variables and it seems logical to conclude that an equilibrium of all these variables needs to be achieved if resistance as an organizational element is to be optimized.

### **3.3.3 CONFLICT, CO-OPERATION AND COMPETITION**

The aspects of conflict, co-operation and competition function interdependently within an organization. Prior to embarking on a discussion regarding this statement, the three concepts will be defined.



The first term **conflict** is discussed by Brown (1994:192) where he gives two key instances which can lead to conflict within groups. The first of these is prejudice, which he defines as the “expression of derogatory attitudes or discriminatory behaviour towards most or all of the members of an outgroup” (Brown, 1994:165). The second instance that he discusses is that of **discontent**, which can be defined as the unhappiness that people experience due to their perceived situation, and which leads to prejudices against those who are perceived to be in a different situation.

When defining competition and co-operation, one needs to look at the terms under a common title, this being intergroup behaviour. According to Brown (1994:192) intergroup behaviour can be either competitive or co-operative, where this intergroup behaviour is the response to real or imagined group interests. Generally these two forms of behaviour arise due to the fact that one group perceives that their gain will be at the expense of the other group. In individually defining co-operation and competition, **co-operation** can be said to be the phenomenon whereby everybody works together in order to reach the group goal and their individual needs are secondary, while in competition, members work towards the group goal yet their individual need satisfaction is primary (Steyn and Uys, 1990:168 -169).

### **3.3.4 CONFLICTING GOALS AND INTERGROUP COMPETITION**

According to Hall (1996:132), conflict arises whenever interests collide. Within the organization, we will be looking at when the interests of the various groups collide. With regard to this, Boulding (as quoted in Hall, 1996:133) gives four components of the conflict situation. These will be looked at in terms of the components of intergroup conflict:

- Firstly, there must be at least two parties involved in the conflict. The parties will include groups or subsystems within the organization.

- The next component is that of the field of the conflict. This is defined as the whole set of relevant possible states of the social system. The field refers to the alternative conditions toward which a conflict could move and involves the gain or loss of power. The field of conflict can expand or contract as the dynamics of the conflict situation take place. The dynamic nature of conflict can be seen in the fact that there is an increase and decrease in its intensity. The field of the conflict remains the same, while the energies devoted to it vary over time.
- The final element in Boulding's model is the management, control, or resolution of conflict.

Capozzoli (1995:28) defines conflict as being in the minds of the people who are in conflict and not as something which is able to be directly touched. He further divides conflict into constructive and destructive conflict. Constructive conflict is when change and growth result from the conflict, a solution to a problem is found, when it increases involvement by those whom the conflict affects, and finally if it builds cohesion.

Capozzoli refers to destructive conflict if no decision is reached due to it, if it acts as a diversion from more valuable energies, if it acts against team building efforts, or finally, if it causes divisions among team members. He ascribes the existence of conflict to the following:

- diverse cultural values.
- varying attitudes of group members.
- individual needs of group members that are different.
- various or different expectations.
- scarce resources.
- different personalities and various ways of viewing situations.

The above sources of conflict can be seen as the reasons for the differing group ideas. These differing group ideas lead to the fact that one group will display resistance to a particular change while another group will accept that very change without resistance at all. Gibson *et al.* (1994:341) describe the reasons for intergroup conflict as being the following:

- ◆ **Work interdependence** which occurs when two organizational groups are dependent on one another to complete their tasks. Conflict potential is high and this means that group resistance potential is high.
  
- ◆ **Differences in group goals** which result due to increased specialization of the groups.
  
- ◆ **Differences in perception of the reality.**
  
- ◆ **Increased demand for specialists** where generalist and specialist functions are in conflict.

It is necessary to discuss this inter-group conflict with regard to group resistance in more detail. Wheelan (1994:140) states that conflict among organizational groups is inevitable (see chapter 5, section 5.7, with regards to the conclusion of the empirical research). Organizational groups are interdependent. Because of this the behaviour of one group affects the other groups in the organizational system. This interdependence results in conflict. As seen from above, different goals, differing perceptions and group interdependence lead to intergroup conflict.

According to Wheelan (1996:141), organizations experience conflict as they try to articulate the content of their culture and social culture, during the formation stage and cyclically thereafter. The key question to ask would be what the relationship between intergroup conflict and group resistance is. Schein (as quoted by Wheelan, 1996:141-142) gives an outline of the consequences of inter-group conflict. When groups are involved in conflict, intragroup cohesion and loyalty will

increase. Internal differences tend to be de-emphasized and conformity increases. Generally, it can be said that intragroup relations are improved. This leads to decreased inter-group communication, increased hostility, and distorted perceptions towards the other group. These negative consequences do not necessarily end when the conflict is over due to perceptions as to winning or losing arising. A general phenomenon is that the losing group interrelations become strained and internal conflict is increased (Wheelan, 1994:141-142). This will lead to the one group resisting the other group. It can be said that intergroup conflict and group resistance are directly linked.

When looking at the above scenario, one can say that inter-group conflict is inevitable. This leads to a split within the organization. As soon as various group cohesion arises, common inter-group goals are impossible to achieve. Once the conflict is resolved, the losing team intra-relations are jeopardized. This leads to further organizational conflict. The above picture is rather negative, yet when looking at how organizations generally function, it seems unavoidable. It also proves that organizations and the way they function dynamically, are essentially places where conflict and resistance are cultured.

For the purposes of analyzing group dynamics in terms of group and intergroup conflict, it is important to show how the two elements work interrelatedly. According to Minkes and Gear (1994:78) decision making in groups involves the resolution of conflict. Further, they state that it is clear that a company is a complex or network of individuals, departments, interest groups, and influential points where also exists a various number of differing participants. If, in any group, there exists a number of individuals with differing perspectives, interests and motives, it is inevitable that there will be divergent views on the nature of the problems and opportunities, and on the general decision making process in general. Intergroup conflict concerns the processes that can occur between groups. It is also necessary to briefly expand on the effect that this can have on the intragroup functioning.

### **3.3.5 INTRAGROUP DYNAMICS DUE TO INTERGROUP CONFLICT**

According to Brown (1994:200), these intergroup conflicts tend to increase factors such as cohesion and solidarity within the groups that are in conflict. This generally means that people will have a stronger loyalty to the group to which they belong. Another aspect that could be added here is that, due to an increased cohesion, the group members will tend to be more fixed in their ideas and tend to offer more resistance to any changes that could upset the current stability within their group. The above fact is vital in supporting the proposal of the researcher that the tendency to move towards team orientated structures can lead to increased group cohesion. This can be explained by saying that it is inevitable that teams will differ in opinion, and that these differences will lead to intergroup conflict and the increase in the tendency to resist each other.

When looking at intergroup co-operation, it can be said that, in the light of the above discussion, the ability to create circumstances where intergroup co-operation can exist seems to be bleak. Brown (1994:205) believes, however, that by creating a superordinate goal that is common and excluded from the conflicting goals of groups, one can get groups to co-operate with each other. The researcher would like to add here that although certain amounts of co-operation can be obtained, within the organization as a system, the researcher is of the opinion that it is impossible to have one superordinate goal that is relevant to all groups within the organization. The next point of discussion is that of norms within groups

### **3.3.6 NORMS**

Norms can be said to be those written or unwritten laws or codes that identify acceptable behaviour (Tubbs, 1992:80). According to Brown (1994:44) these norms are extremely significant to the group members and understanding the function of group norms is vital in gaining understanding of group behaviour. Brown gives the functions of norms as being the following:

- they are a frame of reference through which the world can be interpreted.
- they give an indication of expected behaviour.
- they create a paradigm which has a persistent effect.
- they help to regulate social existence.
- they coordinate group activities.

From the above, one can make certain deduction with regard to the effect of norms in resistance dynamics. Firstly, it can be said that the role of norms in creating paradigms means that norms could be said to be the reason for change being difficult to implement. Once an established way of doing something exists (a paradigm) changing this can be the most difficult task to accomplish. One of the key hindrance factors to change is the fact that out of habit, people tend to be reluctant to change. Norms can therefore be said to be key resistance causation factors. The reader must note that the above remark is in no way meant to be interpreted as being negative. The assumption is merely used to support the proposal that the group and organizational systems are in fact responsible for the causation of resistance and that this resistance is unavoidable. This supports the idea that a means of resistance utilization needs to be incorporated into current change models. This can only be done if resistance levels are continually analyzed.

### **3.4 CONCLUSION**

This chapter concentrates on the group processes that occur within and between various groups within the organization. The researcher would like to point out that the group processes are dynamic and the effects that one group process can have on another are vast and varied. It is impossible to cover each aspect of the dynamics interaction process among the elements discussed.

With regard to the various processes that are discussed, the researcher wishes to concentrate more on the dynamic processes of competition, conflict and co-operation in both an intergroup and an intragroup context. It is proposed that these three processes are likely to increase in occurrence within team orientated organizational structures. They are therefore the key processes that will lead to group resistance.

The above processes are further in interaction with the other processes discussed and it can be said that if the functioning of these key processes is changed, then it will cause a change in the functioning of the other processes as well. This will lead to the need to restructure certain system elements within the organization.

In conclusion, it can be said that the group processes in interaction with each other, within the systems approach, cause a continual dynamic change process, which thus leads to group resistance. The groups that function within organizational also function interdependently with the other organizational elements. The next chapter therefore focuses on discussing the dynamics of these elements.

## **CHAPTER 4**

# **ORGANIZATIONAL SYSTEM PROCESSES AND RESISTANCE CAUSATION**

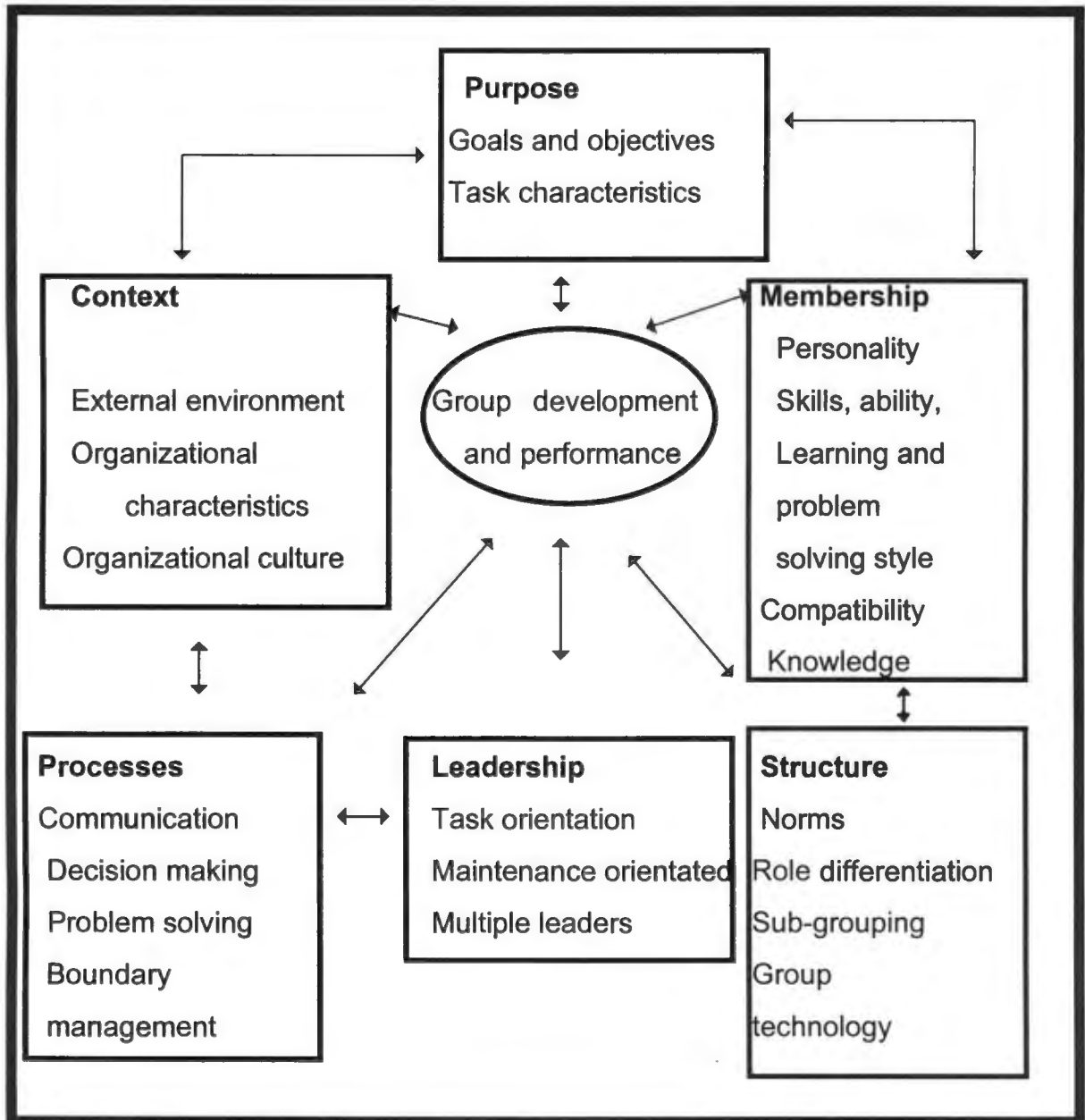
### **4.1 INTRODUCTION**

In chapter three, the concentration was on the processes taking place within and between the groups found in the organization. The reason that organizational groups, as being part of the organizational elements, needed to be discussed in more detail is because of the fact that the functioning of groups has its own dynamic process. Thus when looking at groups as a organizational element and discussing the influence that they can have on the other organizational elements, one needs to consider the fact that it is both the group as an element as well as the dynamic group processes that have an influence on each other. Thus the influence that organizational groups have within the organizational dynamic process is binary of nature.

This chapter concentrates on the system elements of organizations and attempts to explain how they can in fact influence the dynamic organizational processes (see chapter one, section 1.6.1). Due to the fact that groups function concurrently with other organizational elements in an organization which functions as a system, one could say that a change in any of the groups within the organizational system will generally lead to a change in the other organizational elements as well. The dynamic organizational processes, in conjunction within groups can be diagrammatically represented as follows:



**Figure 4.1 Factors affecting group development and performance.**



**Source: Shani and Lau (1996:M10-5)**

The above factors can be described as being organizational system elements and the interdependent functioning of these within an organization is termed the dynamic organizational process by the researcher. Each of these elements needs to be discussed independently in order to fully reveal their process of interaction. The first element that is to be discussed is that of the organizational context as an organizational variable element.

## 4.2 THE ORGANIZATIONAL CONTEXT

It is necessary to define what is meant by 'organizational context' due to the fact that terminology such as this tends to evoke various perceptions within people. Thus, for the purpose of this study, a definition of what is meant by the term will be given for clarification purposes. Shani and Lau (1996:M10-5), describe the organizational context as consisting of the environment in which groups operate, both internal and external to the organization. These factors influence the evolution of a group as well as its performance and all the other internal factors. Further, the organizational context consists of the organizational characteristics and organizational culture. The organizational context will therefore be discussed under these subdivision. The first of these is the **organizational environment**.

### 4.2.1 ORGANIZATIONAL ENVIRONMENT

When looking at the concept 'organizational environment', one can ask whether what is meant is the external or internal factors that play a role within the organization. Hall (1996:206) defines the environment as all those elements which are external and can influence the organization. In essence this is true, however it could be argued that the environment of the organization includes the internal factors which could influence the functioning of the organization.

With regard to this, Ancona (as quoted by Wheelan, 1994:134) describes the organizational environments as being "**the organization in which the group is situated** and its external task environment". For the purposes of this discussion, the term organizational environment is therefore defined as those factors which are internal and external that have an influencing effect on the organization and allow the organization to develop continually. Organizational development can therefore be said to form part of the organizational environment in that the method and means that the organization uses to continually develop characterises the organizational internal environment as well as the external

environment within which the organization has to function within. For the purposes of clarifying what is meant by the term 'organizational development' within this study, a brief summary of what it encompasses will now be given. The reason for clarification being necessary is that the term 'organizational development' tends to have become an organizational 'buzz word' that carries certain connotations and expectations.

#### **4.2.1.1 ORGANIZATIONAL DEVELOPMENT**

Organizational development can be defined as a consideration of how work is done. Further, it is concerned with what the people who carry the work out believe and feel about their efficiency and effectiveness (Burke, 1987:1). This implies that organizational development is concerned with dealing with the perceptions of workers employed within the organization. As we have already seen in chapter 2, when dealing with perceptions, resistance is unavoidable.

When looking at organization development in more detail, one can say that an environment of organizational development can exist within the organization, where the perception of the workers is that continual development is essential and vital to improvement of the organization. It is important therefore to characterise this environment and what it should look like. Prior to this being done, it is important to briefly mention that team building strategies are becoming more important within organizational development programs. This means that once these teams are established, the focus of organizational development will shift to being that of **how the teams feel** about their functioning and effectiveness.

To expand on the definition of organizational development, Bechard (1969:9) defines organizational development as an effort which is planned, organization wide, and managed from the top, to increase organizational effectiveness and health through planned interventions in the organizational processes using behavioural science knowledge. When looking at this definition one can say the following:

- By saying that it is a planned change effort, one implies that it involves a systematic diagnosis of the organization, the development of a strategic plan for improvement, and the mobilisation of resources to carry out the effort.
- By saying that it is managed from the top down, one is saying that a change approach of descending order of unilateral power is being used (see chapter 2 section 2.6). This has vast impact due to the fact that, should organizational development be implemented using this approach, it becomes subject to becoming a key resistance causation factor.
- Involving the total system means that organizational development is related to a total organizational change including a change in the culture or the reward system or the total managerial strategy. What Bechard is referring to here is a change in all the processes and procedures of the organization. Since all the sub-systems are interrelated and affect each other and since they are all at different levels of perception, the process will continually be dynamic. For this reason, one can say that creating a fixed culture as suggested here is virtually impossible practically. Culture is an organizational factor that is influenced by the dynamics of all the other factors and as such is subject to Kurt Lewin's theory where the culture can be seen as the current situation and therefore is subject to continual change and redefinition.
- In an organizational development effort, the top management of the system have a personal investment in the program and its outcome. They actively participate in the management of the effort. If top management is a group or

subsystem within the organization, then it can be assumed that they will be on different development levels to all the rest of the groups within the organization. This means that due to the dynamic process resulting in intergroup resistance, management is subject to the possibility of being in a state of resistance as well and therefore it cannot be assumed that their total commitment is automatically achieved. The top management perception is as open to perception of resistance as is any other group within the dynamic process.

- Increasing organizational effectiveness means designing the organization around the ideal or perfect picture of the organization (Bechard, 1969:10). The ideal picture is questionable and formulation is subject to the perception of the various subsystems. Due to the fact that culture is also dynamic, it cannot be relied upon to ensure that all these perceptions are in synchronisation and therefore creating the ideal picture is an aspect which can lead to inter-group resistance causation.

According to Burke (1987:9), the organizational development model is based on the action research model of change. This model is discussed and compared to other similar models in chapter three. A brief summary is required here. The action research model of change is based on systematic analysis of problems by means of data collection. Action is taken based on the data collected. A step in making an intervention into the routine operations of the organization is taken.

Under the discussion of the action research method of change (in chapter 2, section 2.4.2.1), certain advantages and disadvantages of the method will be discussed as to the resistance that can arise out of this method of change. It suffices to say here that action research change is an organizational development method of change and therefore organizational development methods of change directly influence the amount of resistance that is experienced to a change. An environment of organizational dynamics can be a causation factor of resistance.

Burke (1987:9) defines the following criteria for organizational development:

- change must respond to actual and perceived needs for change within the organization.
- the change must be planned and implemented by the organization itself, and not by an external consultant.
- organizational development must lead to changes in the organization's culture.

When looking at the above criteria, one can identify certain areas within organizational development which can lead to added resistance being experienced due to the changes.

Firstly, a distinction is made between actual and perceived changes that need to be made. In chapter two, the fact that perception of changes that need to be made can vary greatly between the various subgroups that are present within the organization and that this is a key element of resistance, is clearly stated. Secondly, various groups will always regard one change as vital where as it will be unacceptable to various other groups within the organization. This leads to the question of from which level change and implementation should come. If it comes from management side, worker resistance will be experienced, however, should it come from the worker side, management resistance will be experienced. Thirdly, South Africa is known for its diversity in culture within its work force. The key question here is whether it is possible to actually change to a common culture, and whether this is practically achievable. Fourthly, if change is implemented internally and not through a consultant, the change process becomes subject to various group dynamic processes which lead to added resistance based on the dynamic interaction between various groups and their perception to the changes.

The researcher wishes to add a fourth criteria to organizational development and this is that it should be **“resistance friendly”**. Resistance needs to be continually analysed within the organizational development process. The only means of doing this is to analyse the group dynamic processes that are taking place within the organizational context. The key to determining the resistance levels therefore lies in analysing the group dynamics of the organization. However, the group dynamic processes take place within the organizational culture and therefore it is necessary to ascertain what aspects of organizational culture the group dynamic processes will be subject to prior to discussing these organizational dynamic processes and how they can increase resistance.

#### **4.2.2 ORGANIZATIONAL CULTURE**

The term organizational culture has been defined by many authors differently and can be perceived in many and vastly differing ways. According to Jaques ( as quoted in Brown, 1995:6), organizational culture is the traditional way of thinking and of doing things, which is shared to a greater or lesser degree by all its members, and which new members must learn, and at least partly accept, in order to be accepted into service. It covers a wide range of behaviour, job skills and technical knowledge, attitudes towards discipline, managerial behaviour, objectives of concern, its way of doing business, the method of payment, values, beliefs, conventions and taboos.

The key factor which is concerning to the researcher in the above definition is that culture is defined as that which is shared to a greater or lesser degree. Those factors which are not shared, however, also form part of the culture which could be termed **“the resistance culture”**. For this reason, the above definition is incomplete. Further, this definition fails to mention that the factors contributing to the organizational culture are interdependent and due to this, culture is in fact dynamic. This implies that development of an organizational culture needs to be

achieved on a continual basis and group dynamic processes will affect the current culture.

Organizational culture as defined by Eldridge and Crombie (1974:78) is seen as being “the unique configuration of norms, values, beliefs and ways of behaving that characterise the manner in which groups and individuals combine to get things done”. It manifests itself in the folkways, mores, and the ideology to which members conform, as well as in the strategic choices made by the organization as a whole. Further, Handy (1986:188) identified four types of organizational culture. These he described as follows:

- ◆ a **power culture** which is found in small organizations and associated with a web structure where one or more powerful figures is at the centre.
- ◆ a **person centred** organizational culture where individual needs and goals are more important and based on members who choose to work together.
- ◆ a **role culture** which is found in beaucracies with rigid structures. Within this culture procedure, rules, hierarchical position and authority are important. There is strict role division.
- ◆ a **task culture** which is job orientated and revolves around getting the work done rather than the method of doing the work. Speed and creativity are more important and team work and flexibility are the central point.

The above definitions describe the way in which groups and members interact in order to achieve a goal. It can be said that the culture determines the circumstances in which these groups will need to function in order to achieve their goals. When comparing this to group dynamics, it can be said that group dynamics and organizational culture are interrelated and further, that the dynamic process of the groups determines the organizational culture. Salaman (as quoted in Burnes, 1996:119) also says that there can exist a strong organizational



culture. However there will always be subcultures within the organization since subcultures exist in society and organizations are merely societies in miniature. This fact is vitally important when implementing changes within the organization. If various groups found within organizations have slightly varying cultures, perception differences as to the necessary organizational change needs will result, creating group resistance.

It can be said that organizational culture has a dynamic element itself. The culture as being part of the organizational system is subject to the principle of change in one part causing changes in other parts. The organizational culture can never be fixed and then becomes subject to Lewin's force-field analysis method of change (see chapter 2, section 2.4.1). This makes the changing of culture subject to continual resistance analysis.

Allcorn (1995:74) defines organizational culture as being "... in part, defined by the quantity, quality, and performance of the psychological defences of its members that form an interactive social defence system that defends members and groups from anxiety arising from the organizational life and threatening elements in the immediate environment and society". This is known as a defensive organizational culture. These defence mechanisms result from continued workplace pressure. If one looks at this in terms of group resistance, should any group or team continually feel pressured by the other groups in the organization, then it could result in various sub-group defence culture arising. This promotes group resistance even further.

In conclusion organizational culture can be defined as a dynamic organizational element that includes all elements of the behaviour that are acted out by the sub-systems of the organizational system. It is both influenced by and can influence the functioning of this system. It consists of that which is both shared and not shared, where that which is not shared forms the resistance or defence subcultures that are found within organizations as a whole.

- **The sources of organizational culture**

As said previously, the processes taking place within the organization determine the culture. According to Drennan (Brown, 1995:41) the following constitutes organizational culture:

**Table 4.1 Drennan’s twelve key causal factors of organizational culture.**

Drennan’s twelve key causal factors of organizational culture:	
<ul style="list-style-type: none"> <li>• Influence of dominant leader</li> <li>• Company history and tradition</li> <li>• Technology, products and services</li> <li>• The industry and competition</li> <li>• Customers</li> <li>• Company expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Information and control systems</li> <li>• Legislation and company environment</li> <li>• Procedures and policy</li> <li>• Reward systems and measurement</li> <li>• Organization and resource</li> <li>• Goals, values and beliefs.</li> </ul>

**Source: Brown (1995:41).**

Each of the above can be said to be formed or originate due to group dynamic processes taking place. Group dynamics therefore is responsible for the culture which is developed within the organization. Brown (1995:41) adds that all the factors of culture tend to be interrelated. Leaders will be influenced by the broader social culture, which determines the type of business and the business environment. This will ultimately change all the other abovementioned factors. The interrelatedness of all these factors can be broadly categorised and discussed as follows:

- the societal or national culture within which the organization is situated.
- the vision, management styles and personality of an organization’s founder or the dominant leader.

- the type of business an organization conducts and the nature of its business.

- **Societal and national culture**

The societal and national culture in which an organization functions will determine the organizational culture. The following needs to be discussed in order to determine how South African organizations should be classified according to the dimensions of national culture discussed. This is important due to the fact that the resistance culture present within the organization needs to be determined if resistance is to be classified and used.

A theorist who has conducted valuable research in this regard is Geert Hofstede. According to Hofstede (Brown, 1995:41), the boundaries between nations have been artificially and arbitrarily imposed on human societies and homogeneity of many nations is quite low. The question here is whether we can make a distinction between typical organizations of various countries and secondly whether the typical South African organization currently fits into a global picture of an organization. There are generally vast cultural differences between the societal culture which determine the organizational cultures throughout the world. Hofstede says that national cultures vary across five dimensions:

- power distance: the extent to which the less powerful organizational members accept that power is unequally distributed.
- individualism / collectivism: the extent to which individual independence or social cohesion dominate.
- masculinity /femininity: the degree to which social gender roles are clearly distinct.

- **uncertainty avoidance:** the extent to which the members of a culture feel threatened by uncertain or unknown situations, i.e. their resistance to change level.
- **confucian dynamism:** the degree to which long-termism or short-termism is the dominant orientation in life.

- **Leadership and organizational culture**

Leadership plays a vital role in the development of the organizational culture. This means that if leaders experience or display resistance to any change attempts, then a resistance culture will more than likely develop. Davis (Brown, 1995:45) said the following with regard to leadership:

- "If the leader is a great person, then inspiring ideas will permeate the corporations culture. If the leader is mundane , then the guiding beliefs may well be uninspired. Strong beliefs make for strong cultures. The clearer the leader is about what he stands for, the more apparent will be the culture of the company."
- According to Schein (as quoted in Brown, 1995:45), organizational culture does not form spontaneously, but is initiated by individuals or groups with specific goals.

- **The nature of the business environment**

The business environment is the single greatest influence in shaping a corporate culture and therefore the dynamic processes within groups. The following factors play a role in this regard:

- shareholders
- professional associations
- strategic issues (Brown, 1995:45-51).

Apart from the above, the researcher believes that it is necessary to distinguish between various cultures arising from internal policies and practices. When looking at the organization from a systems approach, the complication of group dynamics becomes quite clear. As discussed in chapter 3, section 3.2, four types of group dynamic processes arise within the organization. These are the macro-dynamic processes, the microdynamic processes, which can further be divided into inter-group dynamic processes and intra-group dynamic processes. When looking at organizational culture from this perspective, one can conclude that the internal structure of the organization plays a vast role on the culture development. It is proposed that the culture of a self-directed team orientated organization will be vastly different to that of a hierarchically structured organization. The reason for this is that teams will generally lead to diversity in terms of decision-making. This means that culture will then be subject to redefinition. It will not be defined as those things which are shared, but rather as those aspects or varying perceptions which can then lead to innovation through resistance categorisation and change planning based on the results.

- **The functions of organizational culture**

When looking at culture, one can say that it could be advantageous to the organization as well as disadvantageous. Culture governs the way a company processes information, its internal relations and its values. More specific functions of organization culture are conflict reduction, reduction of uncertainty, motivation, and competitive advantage. With regards to conflict reduction, the following needs to be addressed. If the structure of the company is more team orientated then inter-group conflict as discussed in chapter 3, section 3.3.4 and 3.3.5 will be applicable. This means that a culture which supports self-directed

teams as a structure will in actual fact lead to organizational conflict rather than decrease it. For this reason, organizational culture is in fact disadvantageous in the sense that it leads to conflict reduction. This viewpoint once again proves that organizational culture is dynamic and the outcome of this culture is determined by the structures and processes which it functions concurrently to.

The disadvantages are that shared beliefs, values and assumptions can interfere with the needs of the business and lead people to think and act in inappropriate ways (Brown, 1995:57).

When looking at culture in terms of the above functions stated by Brown, one can question what influence a resistance based culture will have on the organization. If resistance can be an aspect of culture due to the fact that culture is not only those things which are shared, but can incorporate those things which are not shared as well, then the aspect of resistance due to dynamic processes is going to influence the organizational culture. Due to the fact the culture is dynamic, this viewpoint strengthens the fact that in order for change to be successful, continual resistance analysis and change replanning needs to take place.

According to Brown (1995:58), organizations are confronted with overwhelming uncertainty, conflicts of interest and complexity. Through culture the organization is able to influence its interpretation of the world and this has the danger of forming dysfunctional beliefs, values, attitudes and assumptions.

Organizational culture can be a strong source of competitive advantage. A strong culture promotes consistency, co-ordination and control, reduces uncertainty and enhances motivation. Culture facilitates organizational effectiveness and improves chances of being successful. However some organizational cultures are not necessarily functional. Cultures which feature beliefs, values and assumptions which promote conflict undermine co-ordination and control, increase uncertainty and confusion, diminish employee motivation and reduce the competitive advantage. The issue here is if group dynamics leads to resistance

and these group dynamic processes influence the culture, then is it possible to have a culture which is conflict or resistance free.

### 4.3 PURPOSE OF ORGANIZATIONAL GROUPS

When discussing the dynamic processes within organizations regarding groups, it is important to pay attention to the purpose which these groups fulfil. Shani and Lau (1996:M10-6) are of the opinion that all groups have goals and objectives.

#### 4.3.1 GOALS AND OBJECTIVES

Goals are the primary determinant of the interaction out of which behaviour emerges. The specific task characteristics and requirements will determine the group performance. Goals set the stage for group performance. According to Gibson *et al.* (1994:197), the goal is “the object of action” and is a specification of what needs to be accomplished. Locke (as quoted in Gibson *et al.*, 1994:197) defined the attributes of goal setting as follows:

- **goal specificity** which is the degree of clarity of the goal.
- **goal difficulty** which is the degree of proficiency that the goal requires.
- **goal commitment** which is the amount of effort used to achieve the goal.

The above shows that setting of goals is clearly interrelated with the other organizational variable elements. This can be explained by a series of examples. The researcher would like to stress that these are merely examples and do not include all the facets that could possibly influence the goals. These examples are as follows:

- the clarity of the goal is subject to the various perceptions that can be held by the various organizational groups.
- the perception as to the difficulty of the goal can be varied within each organizational group.
- goal commitment can vary as the cohesion level of the group involved varies.

From the above, it can be said that reaching that goal will be achieved through stabilisation or the reaching of an equilibrium of goal setting and the dynamic processes that influence this process. If consensus among groups as to the set goal does not exist, the goal will become a point of diversity and thus lead to group resistance. Goal setting takes place by means of certain organizational processes, and these are discussed next.

#### **4.4 ORGANIZATIONAL PROCESSES**

Organizational processes involves aspects such as power, conflict, communication, decision making, problem solving and boundary management which refers to the way in which the relationships between various group or teams are managed (Shani and Lau, 1996:M10-6). These aspects are briefly discussed.

##### **4.4.1 POWER**

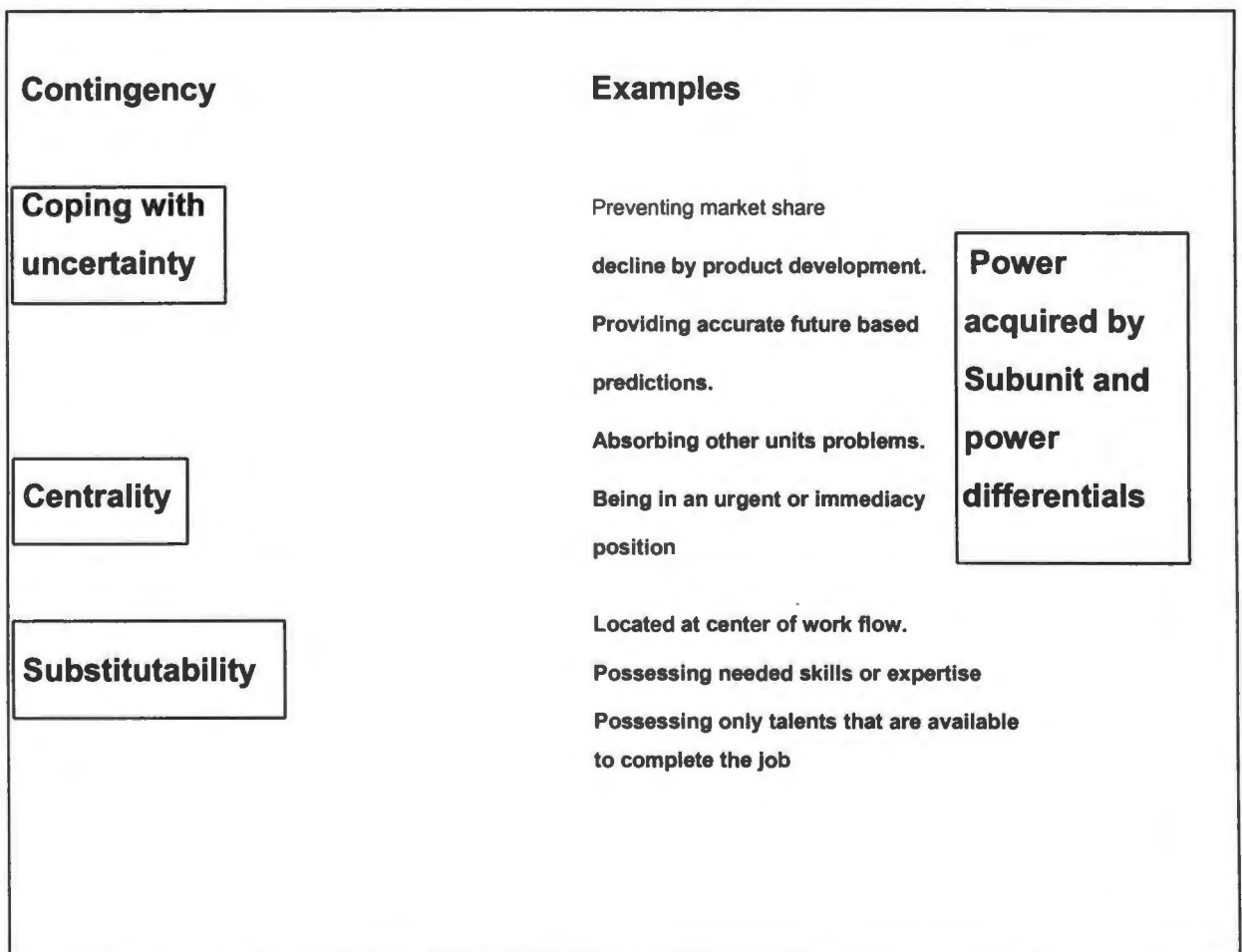
According to Hall (1996:111), there are many ways which power can be distributed in organizations. Firstly organizations can be autocratic, where power is held by an individual or small group with absolute control. Secondly power can be beaucroatic, where rules are written and power relationships are clearly specified. The third type of organization is that of a technocracy where knowledge and expertise rule the system. Fourthly, there are codeterminants where opposing parties in the organization share the ruling system. Fifthly, there are representative democracies, in which officers are elected and serve specific



terms. Finally there are direct democracies where every participant has the right to rule.

Within organizations as systems, one could say that the different departments or sections can be said to have codetermining power. Gibson *et al.* (1994:380) describes this power as inter-departmental power, where sub-units have more or less power than other sub-units. Gibson uses the work of D.J. Hickson to comment on interdepartmental power. A brief summary of this strategic contingency model of subunit power is given. It can be diagrammatically represented as follows:

**Figure 4.2 The strategic contingency model of sub-unit power.**



Source: Gibson *et al.* 1994: 383.

The above figure shows that the power differentials between sub-units is influenced by the ability to cope with uncertainty, the centrality of the sub-unit, and the substitutability of the sub-unit. With regard to this, the following can be said in terms of the power of the sub-unit:

- ◆ The sub-unit most capable of coping with uncertainty has the most power.
- ◆ The sub-unit most central to work flow will have the most power.
- ◆ Substitutability means that the unit has the ability to perform the skills required for that unit. Acquisition of alternative skills in order to perform the same job means that the unit will have less power (Gibson *et al.* 1994:382).

Apart from the acquisition of power, groups can obtain power from other sources as well. Cohen *et al.* (1995:298) give the following as sources of power within the organization. These related to the acquisition of power by groups may be regarded as:

- ◆ **legitimacy** of the group.
- ◆ **ability to enhance** the organization.
- ◆ the **critical nature** of the group task.
- ◆ the **image of the group** as a group that is doing well.
- ◆ the **amount of control** the group has on other organizational processes.

The power that a group has will influence the dynamic functioning of the group in relation to the subgroups that it functions with. The power of the group has certain consequences on the dynamics of the organization. Cohen *et al.*

(1995:301-304) says that the consequences of power are the following (adapted by researcher so as to discuss consequences of group power):

- ◆ the more power the group has the more communication, solicitation of behaviour, and deference by others they will receive.
- ◆ the group with more power will have a greater self-esteem.
- ◆ the powerful group will identify more with other powerful groups.
- ◆ communication channels between high powered groups versus low power groups will develop.

The above consequences of power will cause group differentiation and group diversity, where more powerful groups will have a higher status. This diversity is a key group resistance causation factor. From this it can be seen that power as an organizational process leads to diversity. Group diversity leads to intergroup conflict and therefore intergroup resistance.

#### **4.4.2 ORGANIZATIONAL STRUCTURES**

Organizational structure, according to Shani and Lau (1996:M13-8), has many variables. These include the following:

- the number of levels in the hierarchy
- formalization including policies, procedures and job descriptions
- standardisation which means the extent towards which activities must be performed in a uniform manner.
- centralisation.
- method of grouping

- organizational processes including reward systems etc. to foster co-operation and integration of diverse work activities.

Hall (1996:48) defines organizational structure as the distributions, along various lines, of people into social positions that influence the role relations among these people. This implies that organizational structure involves the following:

- division of labour
- a hierarchy of ranks
- rules and regulations indicating expected behaviour.

It can be said that human interaction is important in the development of structure due to the fact that the structure shapes people's practices while people's practices constitute structure. Paying attention to the second factor here, namely that people affect structure, it can be said that structure is then dynamic due to the fact that people and the processes constituting their relationships are dynamic. This means that the organizational structure is not fixed and that it is in fact another dynamic element of the organization (Hall, 1996:49).

According to Hall (1996:49), organizational structure serves the following three basic functions:

- Structure produces organizational outputs and is there to achieve organizational goals. This means that if the organizational goal is to achieve continual change and change is a key causation factor of resistance, then organizational structures are a key causation factor of resistance as well. If structure is dynamic and yet also a causation factor of resistance, then any structural change brought about by organizational change will cause the need for current situation reevaluation.

Structures are designed to minimise or at least regulate the influence of individual variations on the organization. One way to do this is to place

organizational members in teams. As discussed earlier, the dynamic processes relating to teams are far more complex than those relating to individuals in terms of resistance causation.

- Structures are imposed to ensure that individuals conform to the requirements of the organization.

The above can be related to what Gibson *et al.* (1994:474) say with regard to organizational structure. According to them, organizational structure affects the behaviour and functioning of groups within the organization. The cohesion and communication of these groups depends on the configuration of the jobs and various departments. If the structure that the group functions in is so important to the way in which they function, it is necessary to take a look at the different structural forms that can be found within organizations.

#### **4.4.2.1 STRUCTURAL FORMS**

Hall (1996:50) states that organizational structures can take on many forms. He gives a brief summary of these various forms and their historic development (based on the work of various authors) which is as follows:

- Weber (1947) describes the beaurocracy as an organizational structure which is depicted by having a hierarchy of authority, limited authority, division of labour, technically competent participants, procedures for work, rules for incumberment, and differential rewards.
- Burns and Stalker (1961) developed a model of multiple organizational forms. These include the 'mechanical form' which is equivalent to Weber's beaurocracy; the 'organic form', which is distinct to the beaurocracy. Instead of having a network structure of control, task specialisation, continual redefinition of tasks, hierarchical supervision, and communication involving

information and advice only, the structure is seen as being closely linked to the environment in which the organizations are embedded.

- Hage (1965) stated that structural characteristics, such as complexity, formalization and centralisation, vary in their presence, from high to low. It is in terms of these characteristics that organizational structures will now briefly be discussed.

- **Structural complexity**

Hall (1996:53) and Gibson *et al.* (1994:497) describe complex organizations as containing many subparts requiring co-ordination and control. These various subparts all have differing views and perceptions regarding the organization and its functioning. It is in the co-ordination attempt that resistance could arise. Organizations differ widely in their degree of complexity and in order to fully understand and analyse the degree of complexity, it is necessary briefly to look at the components of complexity.

- **Horizontal differentiation** which refers to the way that the tasks performed by the organization are subdivided. This subdivision can be on a specialist or a generalist type of subdivision method. The second type of complexity is based on the count of job titles within an organization.
- **Vertical differentiation** refers to the proliferation of supervisory levels or the count of number of job positions between the chief executive and the employees working on the output. It can also be viewed as the number of levels in all divisions or the number of divisions.
- **Spatial dispersion** which can be either a horizontal or a vertical differentiation. Activities and personnel can be dispersed in space according to their horizontal or vertical functions, by the separation of power centres or

tasks. Spatial dispersion becomes a separate element in the complexity concept when it is realised that an organization can perform the same functions with the same division of labour and hierarchical arrangements in multiple locations (Hall, 1996:56). This factor of complexity is more relevant to organizations which function based on an organizational structure consisting of self directed teams. Complexity of this nature has a vastly different dynamic process whereby teams are seen as individually functioning entities. This means that the dynamic organizational process is now subject to intragroup and intergroup dynamic processes.

- **Structural formalization**

According to Hall (1996:65), the degree to which an organization is formalized is an indication of the perspectives of its decision makers in regard to organizational members. Gibson *et al.* (1994:495) says that formalization refers to “the extent to which expectations regarding the means and end of work are specified, written, and enforced”. This means that if the members are thought to be capable of exercising judgement and self-control, formalization will be low; if they are viewed as incapable of making their own decisions and requiring a large number of rules to guide their behaviour, formalization will be high. Formalization ranges between being maximal and being minimal.

- **Structural centralisation**

Gibson *et al.* (1994:496) defines centralisation as “the location of decision making authority” while Hall (1996:76) refers to centralisation as the distribution of power within organizations. A given distribution of power is constitutive in that it generates other actions. This suggests that action is as a result of the power to make a decision. If decision making is centralised or decentralised, it will affect the dynamic process of the organization. It must be borne in mind that

centralisation is also constituted in that power distributions are subject to change. The organizational design determines where in the organization the decision will take place.

#### **4.4.2.2 ORGANIZATIONAL DESIGNS**

Shani and Lau (1996:M13-9 to M13-12), define various types of organizational structures (designs). These will briefly be mentioned here with a view to show how each type has a different dynamic process possibility.

- **SIMPLE FORM ORGANIZATIONAL STRUCTURE**

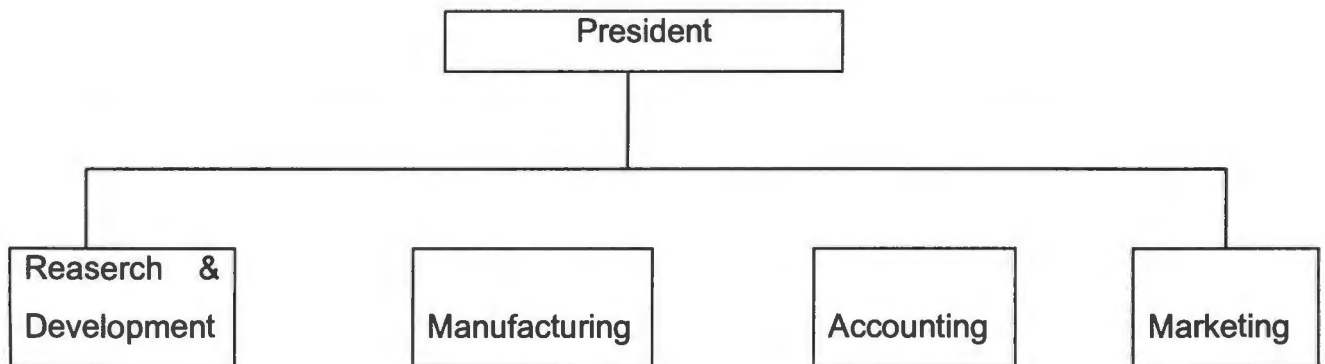
This type of structure is small and usually consists of the owner and various supervisors with whom he has direct contact continually.

- **FUNCTIONAL FORM**

This type of organizational structure is characterised by the fact that personnel are grouped based on the function that they perform. Specialist differentiation occurs here and these specialist units need to be co-ordinated and integrated. The functional form can be diagrammatically represented as follows:



**Figure 4.3 Functional form of organizational structure.**



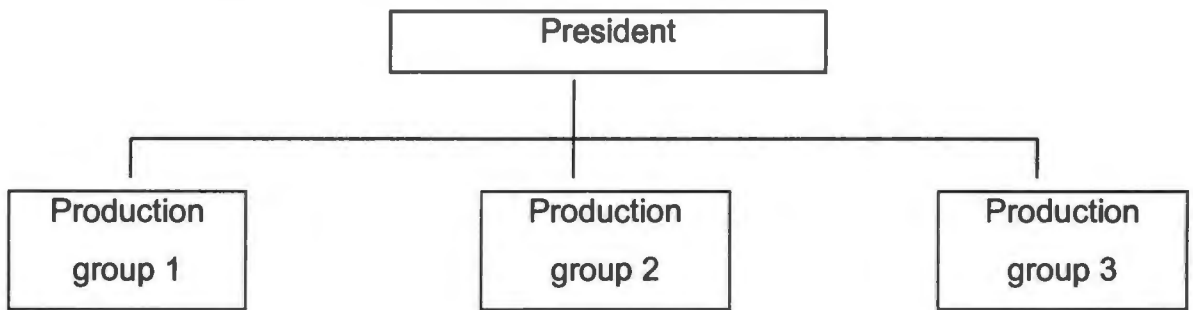
**Source: Shani and Lau, 1996: M13-10.**

There are certain advantages and disadvantages concerning the functional form. One advantage proposed by Shani and Lau (1996:M13-10) is that it tends to be efficient when the business environment is stable. It is however not practical to think that any environment will ever be stable. Within this form people are hired with the idea of skills development. Disadvantages include the fact that people tend to develop parochial viewpoints and interdepartmental co-operation is poor. Conflict due to this is pushed up the hierarchy and blocks the necessary changes from occurring. Thus, it can be said that this type of organizational structure is a causation factor of resistance.

- **PRODUCT OR SELF CONTAINED FORM**

Organizational size increases, protected or self contained units are often created. Each unit is seen as independent with the ability to function alone. This can be diagrammatically represented as follows:

**Figure 4.4 Product or self-contained form of organization.**



Each of the above production groups has the following structure which falls under it.

Research & Development	Manufacturing	Accounting	Marketing
------------------------	---------------	------------	-----------

**Source: Shani and Lau, 1996: M13-10.**

The corporate units that are established within this form of organization work with the president of the organization.. Cases of staff versus line co-operation and conflict are widely experienced in larger organizations using this organizational form. On the positive side, the formation of these units allows greater responsiveness to change as well as greater co-operation among functional divisions.

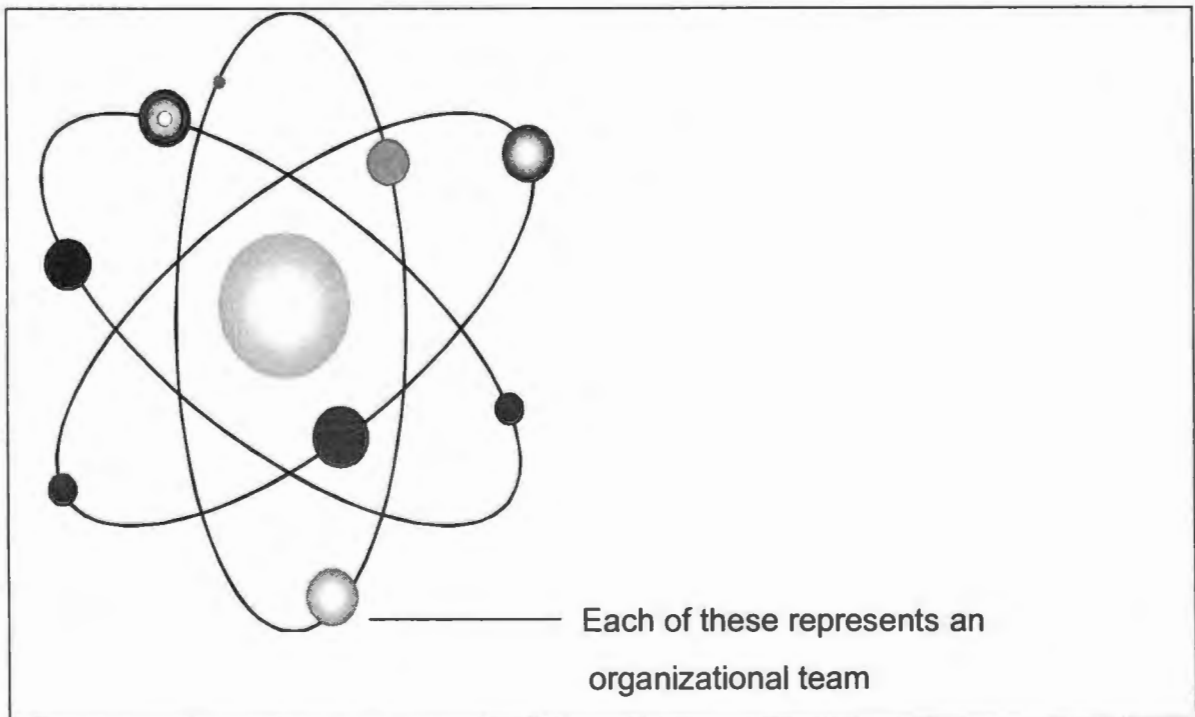
When looking at the above fact, the organizational form promotes better functional co-operation. However the industrial relations section of the organization like many others is a staff function. Should line functions have better co-operation, this could lead to an alienation of staff functions ascribed to the fact that line functions cohesion will be greater thereby creating an “us and them” effect between line and staff functions. Once again, this form of organizational structure can be said to have resistance causation potential. This created resistance has vast impact on the entire organizational functioning.

- **SPHERICAL STRUCTURES**

According to Miles and Snow (1995:6), The spherical form of organizations is vastly different from all previous forms. It is also referred to as “the network form of organizations” and is based on replacing the traditional pyramid organizational form with that of a rotatable sphere. The effectiveness of this design is said to lie in the ability to respond rapidly and its flexibility. The spherical organization works on the idea that when a request is made upon the organization, the sphere rotates providing access to all the organizational resources. Wherever the request touches the sphere, a knowledgeable and empowered organizational member processes the need and becomes responsible for seeing the request through to completion.

A diagrammatic representation of this structure can be seen in figure 4.5.

**Figure 4.5 Spherically structured organization**



**Source: Miles and Snow, 1995:6.**

## 4.5 LEADERSHIP

Etzioni (Hall, 1996:140) is of the opinion that leadership is a special form of power, distinguished from the concept power due to the fact that it entails influence. Influence can be said to be the ability to change one's preference. According to Hall (1996:141) leadership can be defined as "the persuasion of individuals and innovativeness in ideas and decision making that differentiates leadership from sheer possession of power." A mechanical reliance on organizational position would bring about a situation in which the characteristic of the individuals filling top positions would make no difference whatsoever. The organization would be totally constrained by precedent and its own structure.

Leadership style, when discussed by Hall (1996:144), focuses on two key styles of leadership. These are authoritarian and supportive styles. The authoritarian leader is much more likely to rely on the position which is held, whereas the supportive leader is characterised by employee orientation, democratic behaviour, supervision and consideration for subordinates.

Research done at the Ohio State University on leadership styles done by Filley and House (Hall, 1996:145) showed the following with regard to autocratic versus supportive leadership.

- there is less intragroup stress and more co-operation when using a supportive style.
- turnover and grievance rates are lower.
- the leader himself is viewed as more desirable.
- there is frequently greater productivity.
- supportive leadership is most effective when:
  - decisions are not routine.
  - information cannot be standardised.
  - time is not an issue in decision making.
  - when subordinates feel a need for independence.

- subordinates feel they can contribute to the decision making process.
- subordinates can work without continual reassurance.

#### **4.6 MEMBERSHIP COMPOSITION**

Shani and Lau (1996:M10-7) state that personality, level of knowledge, ability, skills, similarity and differences among members, learning styles, problem-solving styles and preferred roles are all parts of group evolution and performance. The outcome of an interrelationship of a heterogeneous group in terms of the above factors versus a homogenous group is logical. These factors are briefly mentioned and will not be elaborated on besides saying that in the functioning of groups, the variations in members, which are inevitable, will lead to conflict and resistance.

#### **4.7 ORGANIZATIONAL SYSTEM AND GROUP INTERACTION DYNAMICS**

What has now been examined are various individual factors which make up the organization and play a vital role in the dynamic process that occurs continually and cyclically. It is important therefore, to discuss how these factors are interrelated and influence each other during their interaction process. The researcher wishes to propose figure 4.6 in chapter 4 as a diagrammatic representation of the organizational system and group interaction process as developed by the researcher.

Wheelan (1994:135) defines group behaviour as a function of the group and its environment. This means that the way in which the group operates is affected by intragroup factors such as its developmental level, cohesion, communication, structure and all other factors which have been individually discussed above. There are a number of theoretical views on the question of how organizations

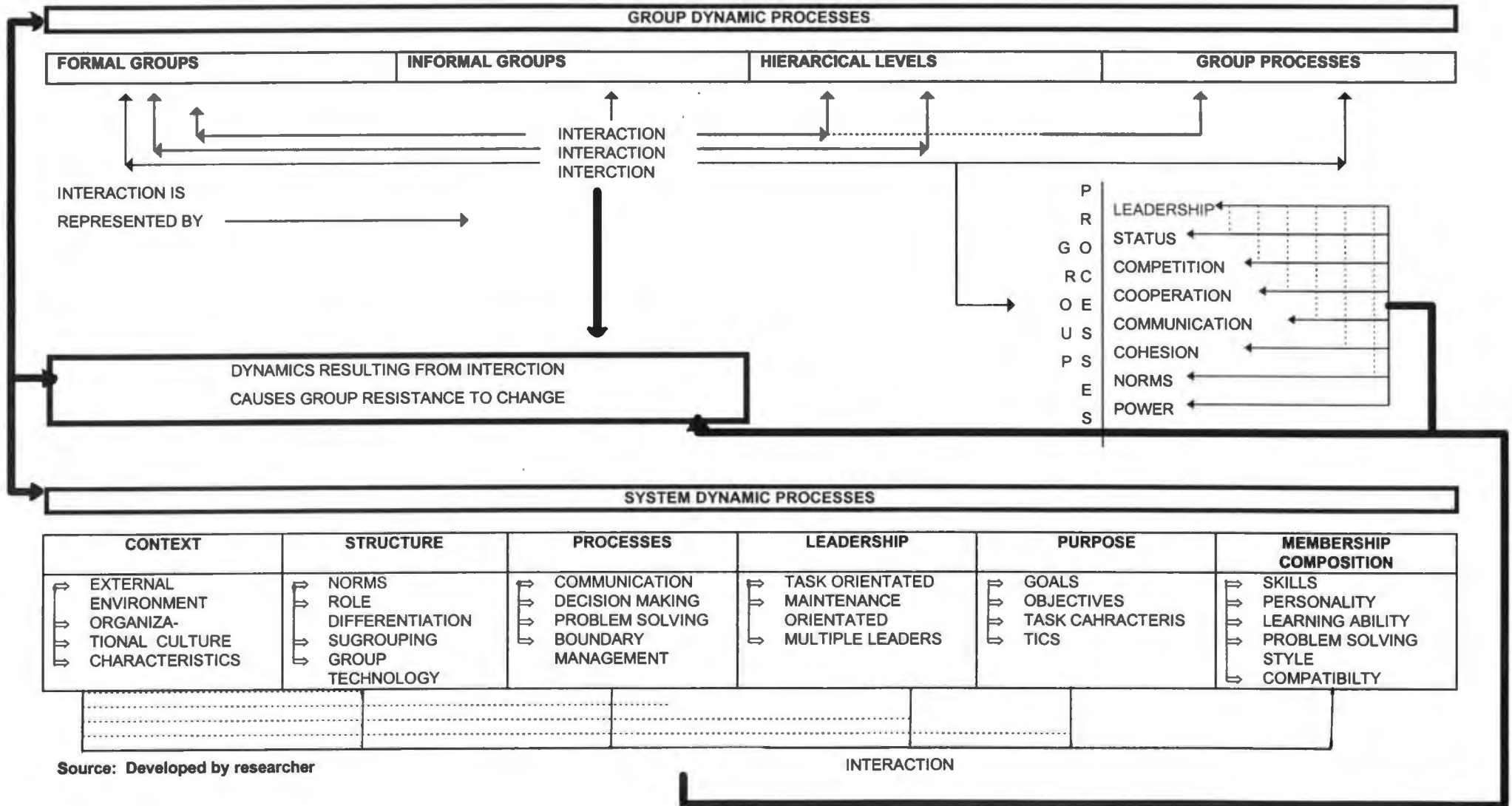
influence the dynamics of its members and these are briefly discussed by Wheelan as follows:

- The open systems theory, by von Bertalanffy in 1968 (as quoted by Wheelan, 1994:135) states that dynamic systems exist through a continuous exchange of components where organizational groups exchange information and physical and human resources. He is of the opinion that access to similar information, people, technical resources and other factors influences groups to structure themselves and respond in parallel ways.
- Kenberg in 1978 (as quoted by Wheelan, 1994:135) sees the environment as a suprasystem that affects the systems operating within it. Burke (1982) added to this by saying that a change in one part of a system affects all the other parts of the system as a whole.
- Lewin (1951) stated that groups need to be studied in their actual setting. In order to understand a group's dynamic processes, one must know what forces are operating on that group at the time.

The above clearly supports the fact that groups function interdependently within other groups that are found within the organization, and secondly that they are affected by and influenced by the elements that make up the system in which they function. When relating this to the structure of the organization, one can say that both the human and inhuman parts of an organization are mutually interdependent and this means that continual internal change within organizations is inevitable, where change is inherently resisted. Thus interaction of the organizational elements causes a continual resistance process to occur. This process is diagrammatically represented in chapter 4, figure 4.6 and is discussed hereunder.

Within the workplace, the environment consists of the headings included under the **“systems dynamic processes”** section of the diagram and discussed in

**Figure 4.6 Organizational system and group interaction dynamics model**



Source: Developed by researcher

chapter four. All the factors that are represented under the section on “**group dynamic processes**” in the diagram and discussed in chapter three are in interaction with each other, firstly and with the dynamic system processes, secondly. The interaction means that varying perceptions held by each element within the diagram are in interaction. Interaction (represented by the arrows in the drawing) of varying perceptions leads to group resistance causation.

#### **4.8 CONCLUSION**

The researcher would like to point out that it is extremely difficult to discuss how each element interacts with the others. This chapter deals with the elements individually, and where possible, examples of how the elements interact and influence each other are given. It must be noted that due to the fact that the entire process is dynamic, it is impossible to cover all the outcomes of the interaction process.

Proof of the fact that the interaction of the organizational variable elements function in dynamic interrelation, and that this interaction is a causation factor for group resistance is required. It would be possible to theoretically prove this, however this a task that is not easily accomplished theoretically. For this reason the proof that is required is gained by means of empirical study. The statements regarding this are made in the present chapter are all given references to the relevant sections of the research findings chapter and referred to within chapter five. The reader is asked to take note of this when working through the following chapters. The next chapter deals with the research design and various aspects regarding the method of research.



## **CHAPTER 5**

### **ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS**

#### **5.1 INTRODUCTION**

In chapter three, the dynamic processes which occur between organizational groups were considered. These were analysed for the purpose of gaining understanding of possible resistance causation factors due to the interrelated dynamic process of interaction within and between groups. Chapter four was concerned with analysing the dynamic systems elements found within organizations. Interrelated functioning hereof was shown and resistance causation due to this was pointed out. The general conclusion reached was that all organizational elements function interdependently, and thus due to diversity of the perception of groups as to the correct functioning thereof, resistance within group or team orientated organizations tends to be more complicated than in organizations that function on individually based productivity. Certain empirical aspects covered in detail within this chapter have been referred to in earlier chapters. However the general discussion so far has been very theoretically based. The goal of the empirical research therefore, is to offer a sound research backing for many of the statements made by the researcher. This chapter deals with the method of research and the way in which the research was conducted, as well as the research findings that are offered in support of the researcher's point of view. This viewpoint, given throughout the study is summarised into seven key statements.

## 5.2 SUMMARY OF KEY STATEMENTS

Chapter two of this study deals with looking at whether or not the current methods used within organizational change are effective in terms of achieving change or whether they are in fact key group resistance causation factors. Should they be resistance causation factors, then it is more than likely that intellectual change is achieved while the emotional side of the change process is totally ignored. It is questionable whether change has been truly effective if the emotional support of the groups has not been gained. The most important statements made by the researcher requiring support are as follows:

- **Statement one**

Organizations function as systems where a change in one part of the system affects all the other parts of the system to a greater or lesser degree (see chapter 2, section 2.1 and 2.2.2 as well as chapter five, section 5.5.2.1)

- **Statement two**

The sub-system which initiates the change within the organization views the change as manageable, while the sub-system which is influenced by the change views it as a “**change**” (see chapter 2, section 2.1 for definitions of **change** and **managed change**. This leads to intergroup resistance (see chapter 5, section 5.5.2.2, for empirical evidence of this statement).

- **Statement three**

Different levels of adaptation to changes occur within organizational sub-systems and this leads to intergroup resistance to change (see chapter 2, section 2.1 as well as chapter five, section 5.5.2.3).

- **Statement four**

The organizational dynamic process is in fact an initiator of change and since change is inherently resisted, a key initiator of group resistance (see chapter 2, section 2.1 and 2.2.2 and chapter five, section 5.5.2.2).

- **Statement five**

Increase or decrease of resistance in one part of the system will lead to an increase or decrease in resistance in another part of the system (see chapter 2, section 2.2.2 and chapter 5, section 5.5.1.5 and 5.5.2.4).

- **Statement six**

Resistance is not merely a force that acts on all the organizational elements, but can be an element itself where it is possible that the organizational elements can act as a positive or negative force upon resistance (see chapter 2, section 2.3 and chapter five, section 5.5.2.4).

- **Statement seven**

Changes that occur within an organization are perceived and accepted differently by various sub-groups. This is due to the dynamic process which regulates the groups as well as the way in which the groups regulate the dynamic organizational process. Resistance is therefore resultant due to the dynamic organizational process (see chapter 1, section 1.6.1; chapter 4, figure 4.6 and chapter 5, section 5.5.2.3 for empirical findings).

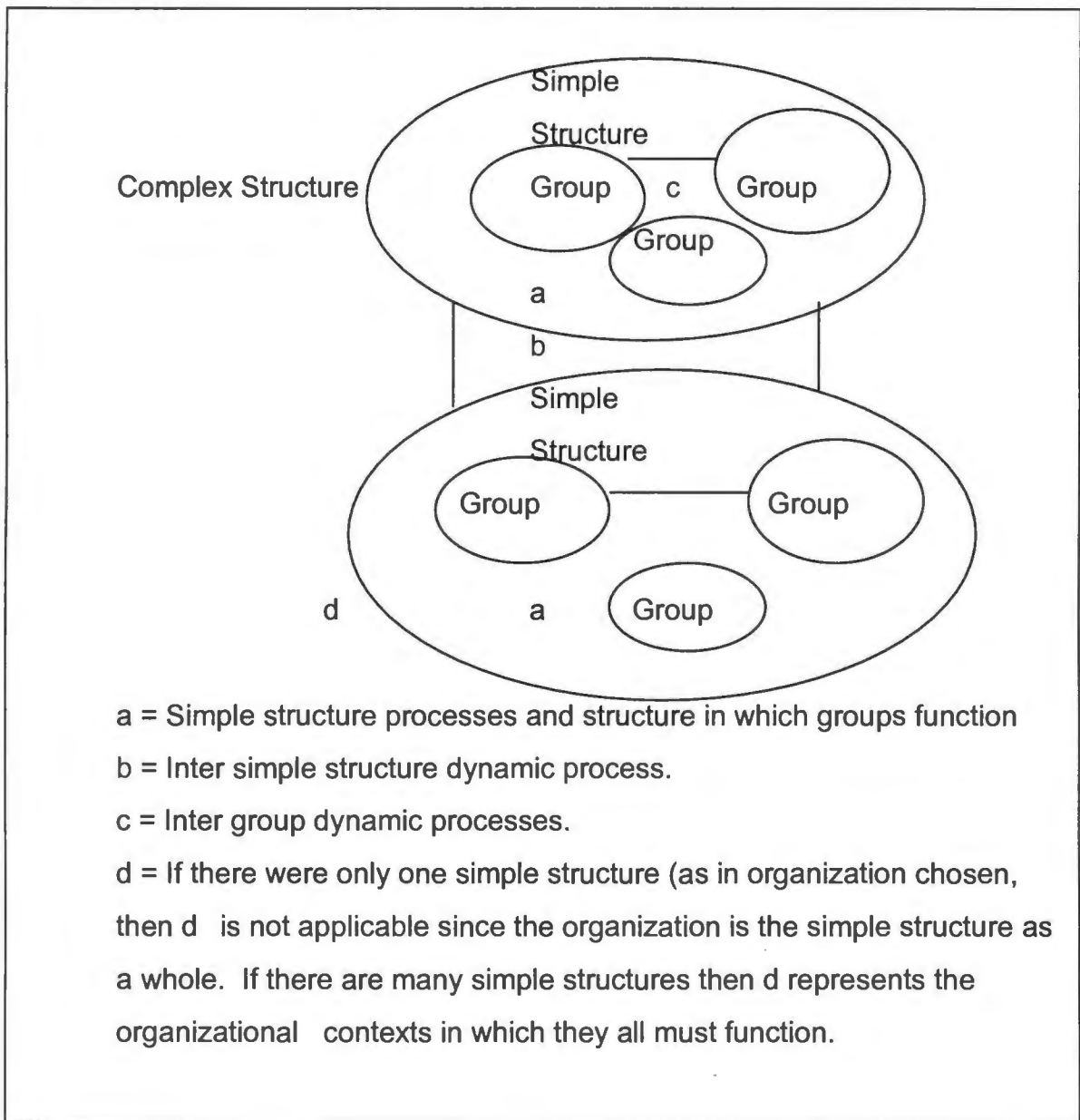
It is with the aim of supporting the above statements that the questionnaire was set up. Because the study revolves around inter organizational group resistance, it was decided to study one organization only. It must be borne in mind that the study is applicable to and can be conducted within any organization, however proposals and results will differ. The basic method of conducting the same study within any organization will, however remain the same. It is therefore necessary to discuss the choice of the organization for this study.

### **5.3 CHOICE OF COMPANY FOR RESEARCH**

The reason for the research being conducted in only one organization is that it must be noted that the phenomena being studied here are of such a nature that they will differ in nature from organization to organization. It was decided therefore to show applicability of the proposals and models within one organization, with the aim of pointing out variable factors that need to be considered when trying to make applicable to any other organization.

A rather small, simply structured organization was chosen to conduct the empirical research. The reason for this is that a complex structured organization is nothing other than a set of interdependently functioning, simply structured subunits. For the purpose of this study, a simple structure and resistance that arises within it can give information that is applicable to the resistance that will arise between the subunits of a complex system. This concept can be diagrammatically represented as follows:

**Figure 5.1 The simple organizational structure as a sub-unit of a more complex structure.**



**Source: Developed by researcher**

As can be seen from above, the study is applicable to small and large organizations. For the purposes of this study, a simple structure is sufficient to forecast the suitability of the study within complex organizations.

## 5.4 CHOICE OF SAMPLE POPULATION

The sample population consisted of all the supervisors of the various departments that exist in the company as well all levels above this within the hierarchy of management. Due to a request from the organization, a list of these departments may not be made available. The reason for this is that the organization felt that the naming of their departments was unique and thus any mention thereof would break their anonymity which they strongly desired to keep.

From the researcher's point of view, each of the organizational departments can be seen as a an organizational group where resistance arising between these groups can be termed group resistance (see chapter two, section 2.2.5 for definition of the terminology). The reason for choosing all supervisory staff was that these supervisors can be seen as representative of the groups, and secondly, that as supervisors, their knowledge of the group functioning both internally and with other organizational groups would be at an optimum. Due to the size of the organization, having only approximately 230 employees, the structure ranging from supervisory level and upwards consisted of thirty people, which is an accessible population. It was decided to include the entire population and for this reason no sampling techniques were necessary. The setting up of the questionnaire will now briefly be discussed.

Organization X was approached with a preliminary questionnaire so as to ascertain whether the questions were set in a manner that would be understandable to the sample population. The goal of the study was explained so that possible changes would not detract the meaning of the questions. Further, the changes that were made by the organization would still have to comply to the prescribed principles of scientific correctness of the questionnaire.

After collaboration with the company, a final questionnaire was drawn up and this as well as the covering letter is included in appendix A. Organization X was further very accommodating in the method of filling in the questionnaires, and

they arranged that the entire sample population be brought into one location for the time required to fill in the questionnaire. Thus it is understandable that it was possible to get the entire population of thirty members to respond and the response rate is therefore 100%. Data analysis was done by means of the SAS system. Information was fed into the system and a table containing the variables is given in Appendix B

## **5.5 RESULTS AND RESEARCH FINDINGS**

The results obtained will be discussed in the following order:

- Section 5.5 deals with the biographical make-up of the sample population and the perceptions of the sample population with regard to certain issues involved in resistance and change.
- Section 5.6 gives the findings of the open ended questions that were put to the sample population.

### **5.5.1 BIOGRAPHICAL DATA**

The biographical profile of the organizational sample is found in section A of the questionnaire. The reader is referred to Appendix A for an example of this questionnaire. The general information obtained here will be discussed under the following headings:

- Gender of the sample population
- Age
- Number of years service with the company
- Highest qualification of the respondents
- Background in management of change.

It must be noted that Organization X was opposed to asking the members of the sample population which position they held because of the fact that it would jeopardise the confidentiality of the respondent. The reason for this is that a specific person or persons were taken from each section within the organization so that the entire organization would be represented by the sample population. As such, should their position be revealed, identity of the respondent would be easily traceable. This request of the organization was taken into consideration and thus, the positioning of the respondents within the organization is unknown. The first biographical characteristic is that of gender of the respondents.

#### **5.5.1.1 Gender of the sample population**

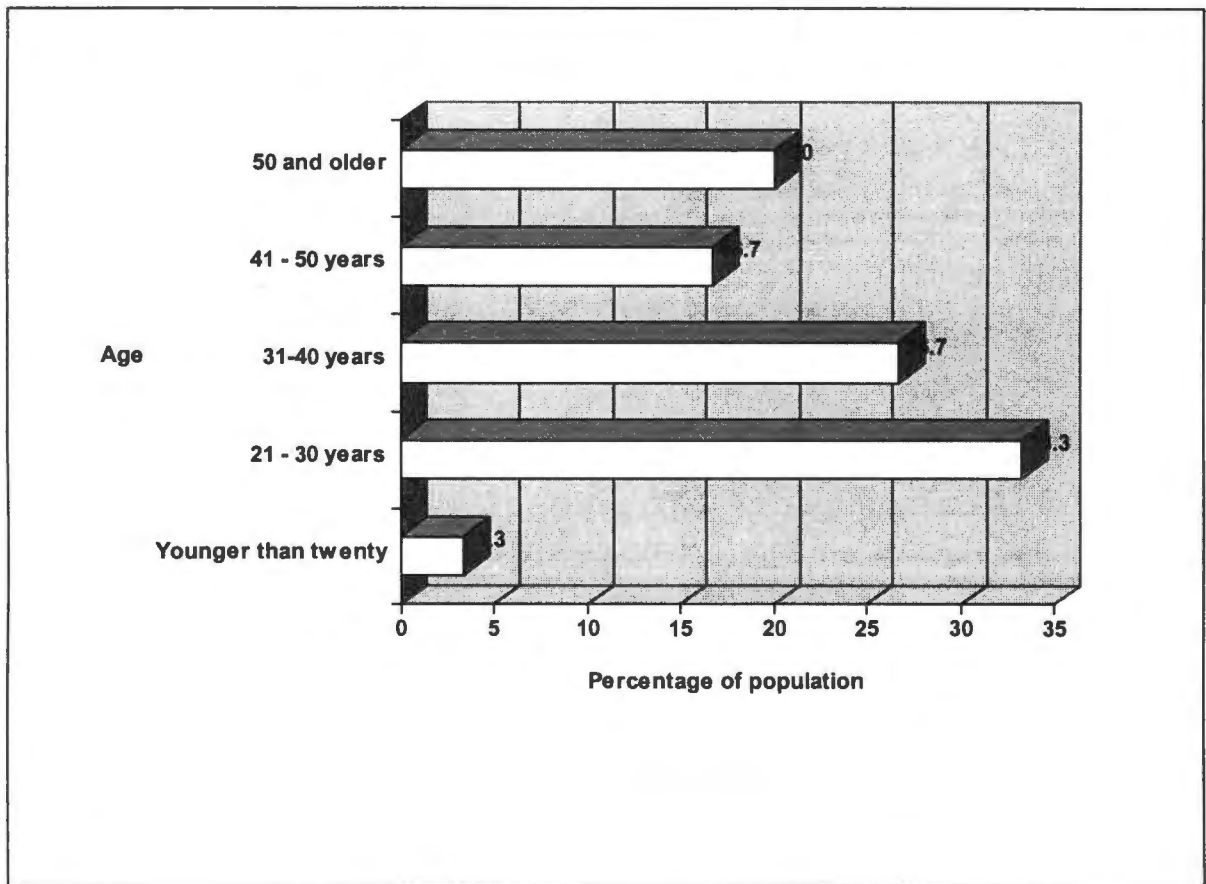
The sample population chosen at Organization X consisted of the levels of supervision ranging from the first supervisory level of foremen to the top management of the organization. An interesting fact is that 73.3% of the sample population were men while 26.7% of the sample population were women. This is an interesting phenomenon regarding the representation of women as an organizational group within the top structure of the organization. In order to understand the impact of this fully, it would be necessary to survey the ratio of management to workers to ascertain whether there is in fact **more** or **less** representation of gender group. The analysis of this phenomenon is however not a key aspect of this dissertation, yet can be used to identify a further topic of research, where the influence of gender on management versus worker perceptions with regards to resistance can be studied. The next aspect of the biographical section to be discussed is that of the age of the respondents.

#### **5.5.1.2 The age of the sample population**

The various ages of the sample population are graphically given in figure 5.2.



**Figure 5.2 Age of the sample population**

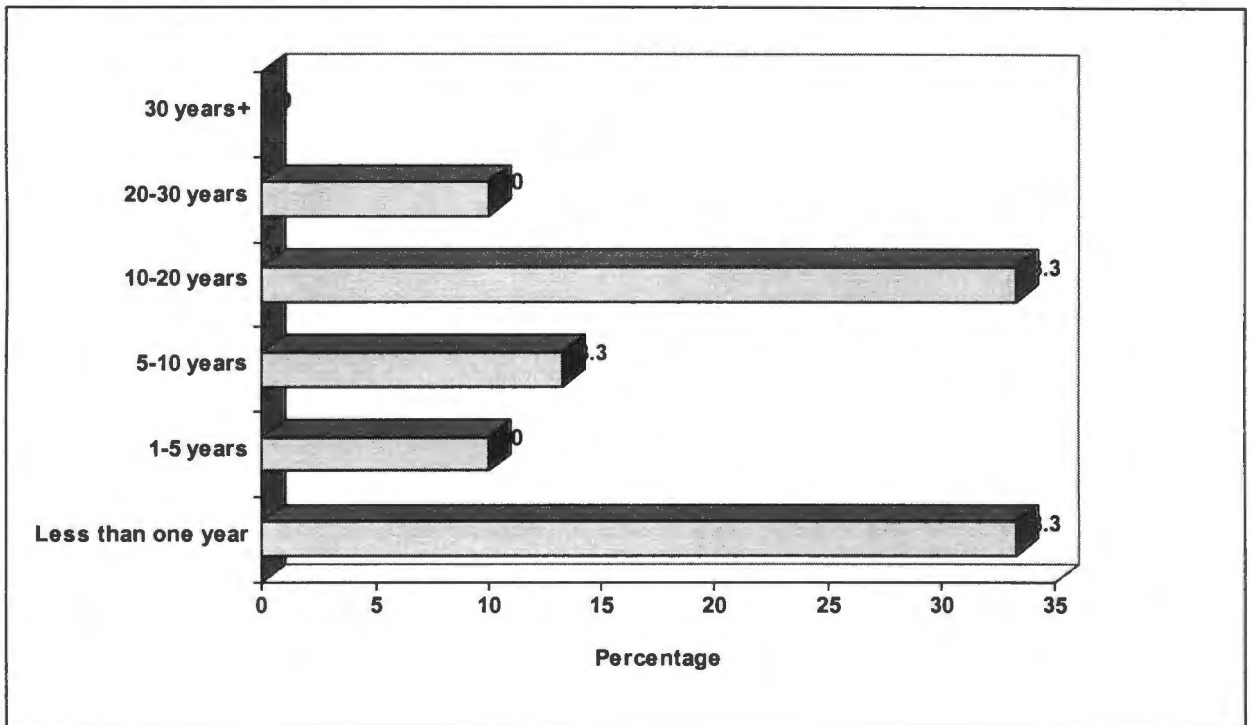


The above graph shows that the representation of the various age groups represented in the general society, are generally all represented within in sample population taken from Organization X. It must be noted, however, that the majority of the sample population (63.3%) is forty years of age or younger, with only 36.7% falling within the latter two variables possible for age representation. This could show a tendency with Organization X to employ younger staff. The overall tendency within South Africa cannot be judged from this data. This one variable can therefore be identified as one which can differ within various organizations. The next biographical characteristic is that of length of service with the company.

### 5.5.1.3 Length of service of respondents

When looking at the length of service of the respondents, an interesting phenomenon was seen. The response is given in figure 5.3.

**Figure 5.3 Years of service with the company**

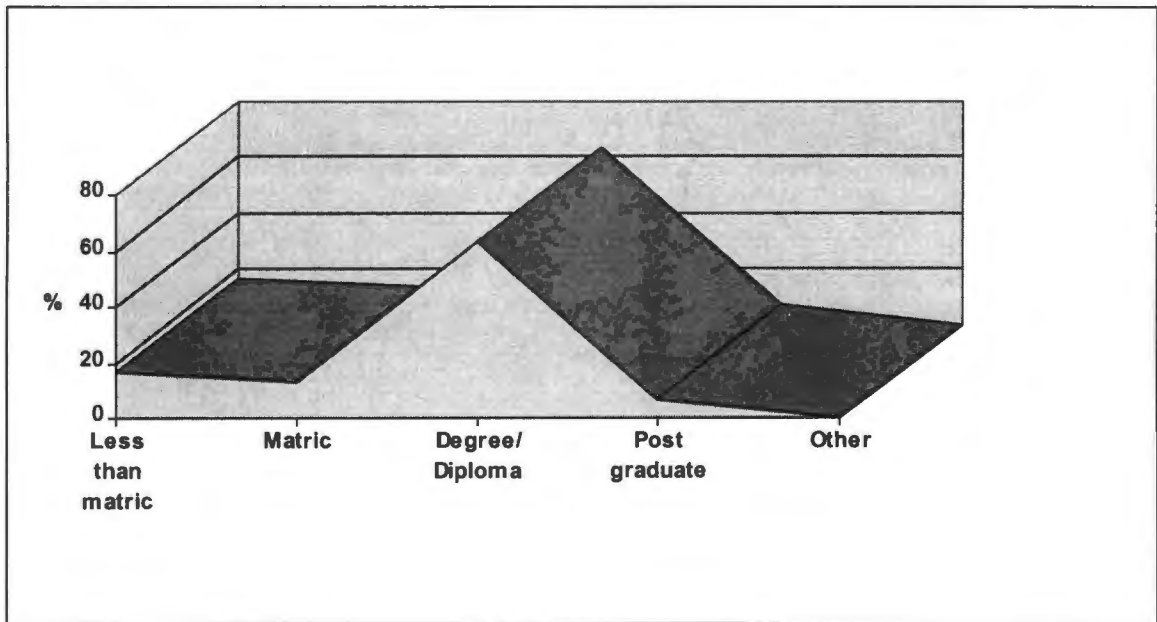


It is clear that the majority (66.6%) of the supervisory staff that were chosen as representative of the organization have either been with the company for less than one year (33.3%) or for over ten years (33.3%). Further it can be seen that relatively few of the respondents have been there for the period in between these two extremes given above (23.3%). The above facts will be used in section 5.6.2 of chapter 5, to support certain conclusions and assumptions. The reader is referred to this section for further discussion on the length of service of respondents at Organization X. The next point is that of the qualifications of the sample population.

#### 5.5.1.4 Qualifications of respondents

The educational and qualification levels of the respondents were obtained through question four of section A of the questionnaire (see appendix A). The results obtained are given in figure 5.4.

**Figure 5.4 Qualifications of the sample population.**

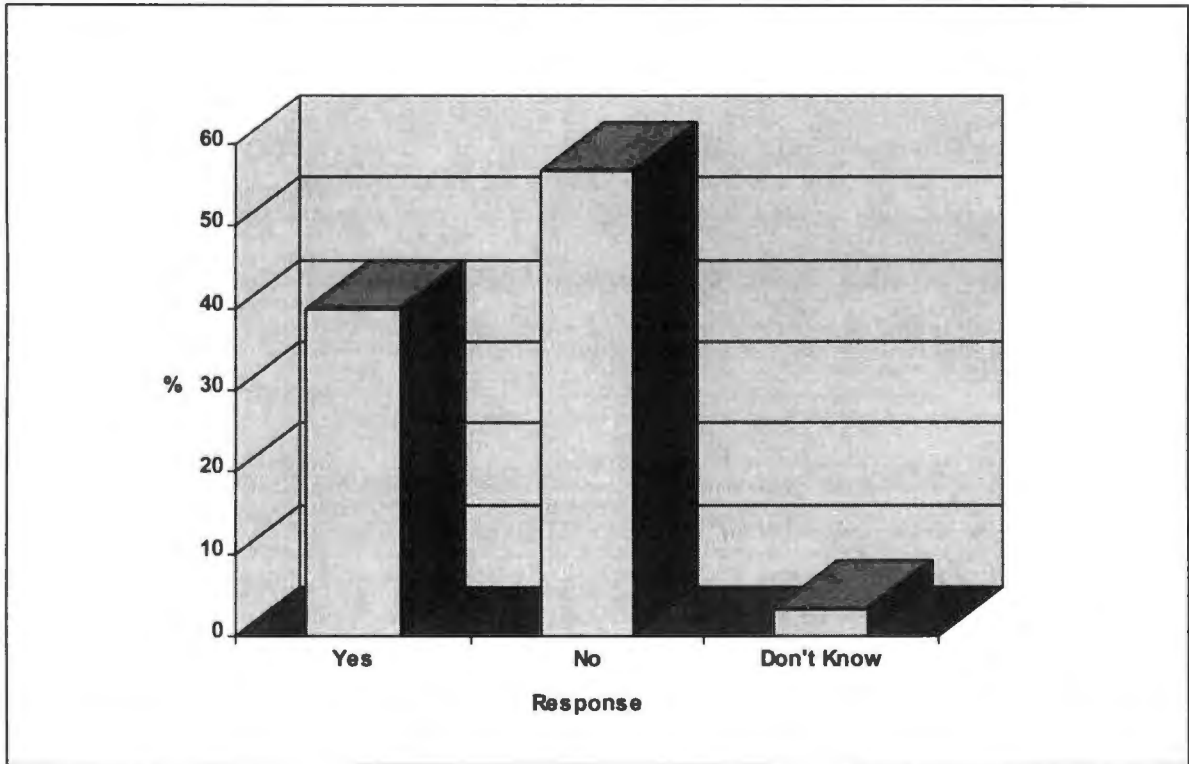


From the above, it can be seen that 30% of the sample population have matric or less, while 70% of the population possess some form of tertiary qualification. On enquiring about the type of qualification represented by this, the general manager confirmed that most of the tertiary qualifications were in an engineering field (Lubbe, 1996). This finding can clearly be seen if looked at in conjunction with the findings of question five of section A regarding the background of the respondent in management of change.

### 5.5.1.5 Background in management of change

The response to this question is given in figure 5.5.

**Figure 5.5 Background of the respondents in management of change**



From the above it can be seen that the majority of the sample population (56.7%) said that they have no background in management of change. Further, as seen in section 5.6.1.4, 63.3% of the sample population said that they had either a degree or diploma. It is also a known fact that all management qualifications contain management of change as a subject. It can therefore be concluded that a large percentage of the supervisory staff at Organization X who have a degree or diploma, have no knowledge of the management of change, however they are specialists in their field. The question that needs to be posed in this regard is what effect this lack of knowledge has on the resistance causation potential within the organization, and secondly to question the training of the organization with regard to these issues on their supervisory levels. The reader is referred to chapter 1, section 1.1 where it is clearly stated by Strebel (1994:29) that change

models which concentrate on only one of the aspects (being either change or resistance) and ignore the opposite factor tend to fail in terms of creating successful change. From the above it seems that the sample population, consisting of the supervisory staff of Organization X, lack information regarding managing change within the organization. It can thus be concluded that change within the company has large potential to fail, inevitably creating resistance to any necessary proposed future changes. This view is supported by the fact that evidence of group resistance is clear within Organization X (see chapter 5, section 5.5.2.2, 5.5.2.6 and 5.6). The researcher thus has sufficient grounds to attribute the presence of resistance to the lack of training in management of change as one reason for group resistance.

The fact that lack of training can be a resistance causation factor with regards to the reaction expected to any future changes strongly supports the idea that resistance causation could be reduced by influencing this factor. This further proves the idea that by decreasing the effect of one aspect within an organization, one can increase the effect of resistance. If this is true the opposite is also true. The reader is requested to refer to Statement five in section 5.2 of this chapter, where the above evidence is quoted as supporting the statement. Further, in chapter 4, it is stated that organizational elements are in fact interdependent and thus manipulation of one to create a continual balance is possible. The above facts serve to strongly support the view of the researcher that resistance can be manipulated by other organizational elements and that increase in resistance to one aspect can lead to a decrease in resistance to another aspect.

The second part of the questionnaire is concerned with the actual topics of resistance and change. The reader is referred to Appendix A for an example of Section B of the questionnaire.

## **5.5.2 RESISTANCE AND CHANGE**

Section B of the questionnaire sent out to the sample population at Organization X was set up so as to obtain data with regard to the perception of various issues regarding the acceptance and perception of respondents regarding changes that occur within the organization, but are initiated from a sub-system (i.e. another department or section within the organization) external to their own. The data obtained will be discussed under the following sub divisions:

- the general perception of the respondents as to the functioning of the organization
- perception of respondents with regards the effect of changes on various departments
- the effect of differences between the departments
- general theoretical support questions

Reference will be made to the specific hypotheses to which the findings are applicable under each discussion point. A summary of these hypotheses can be found in chapter 5, section 5.2.

### **5.5.2.1 THE GENERAL PERCEPTION OF THE RESPONDENTS AS TO THE FUNCTIONING OF THE ORGANIZATION.**

In Section B, question one, of the questionnaire the respondents were asked to choose a description of the organization according to their perception (see question 1, Appendix A). The choices consisted of the following variables:

**Table 5.1 Definition of variables applicable to Section B, question one**

<b>Variable</b>	<b>Description</b>
1	A system where a change in one part affects all other parts.
2	Independent departments not influencing each other.
3	Hierarchically structured; influenced from the top down.
4	Consisting of teams who support and influence each other.

The results of the respondents are now given in table 5.2.

**Table 5.2 Respondents' descriptions of the organization.**

<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Frequency</b>	<b>Cumulative Percent</b>
1	8	26.7	8	26.7
2	5	16.7	13	43.3
3	7	23.3	20	66.7
4	10	33.3	30	100

When analysing the above, the response options that were given to the sample population can be divided into two broad sections:

- response of organization functioning as a whole with interdependent groups (represented by variable 1 and 4).
- as an organization where groups are independent of each other, where change in one group does not have an effect on all the other groups (represented by variables 2 and 3).

The research results show that 60% of the respondents chose either variable 1 or 4, which means that 60% of the sample population see the organization as a system where teams that have mutual influence over each other exist. Only 40 % of the sample population chose variable 2 or 3 and this shows that only 40% see the organization as consisting of departments who function independently where

mutual influence does not occur. With regard to the applicability of this finding within this dissertation, one can say that this finding strongly supports the base of this study, being that organizations function as systems, where a change in one part of a system affects and thus causes a change in another part of the system (see chapter 2, section 2.3.1). These findings strengthen all arguments that are based on the idea that organizations function as systems. The next issue is that of the respondent's perception of the effect that change in one department can have on their department.

### 5.5.2.2 RESPONDENT PERCEPTIONS REGARDING THE EFFECTS OF CHANGES IN OTHER DEPARTMENTS ON THEIR DEPARTMENT.

In Section B, question 2, the respondents were asked to what degree they perceived the changes occurring in other sections to affect their section. The results are given in table 5.3.

**Table 5.3 The effect of changes in other departments on the respondent's department.**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
To a large degree	17	56.7	17	56.7
Slightly	5	16.7	22	73.3
To a lesser degree	3	26.7	30	100.0
Not at all	0	0	30	100.0

What is noticeable from the above is that **100%** percent of the sample population said that changes that occur in other sections **do affect their section**, regardless of the degree or extent of the effect. None of the respondents said that the changes in other departments have no effect at all. Further, the **majority** (56.7%) of the population group said that their department is affected by these changes to a **large degree**, while only 26.7% said that the effects occurred to a lesser



degree. It can be deduced from the above that changes occurring in various other departments **will generally affect** all other departments to some degree. This finding further supports the fact the organizations function as systems. It can therefore be concluded that within an organization (as a system), where teams are becoming more prominent figures, that the dynamics of the team will be transferred to the functioning of the organization causing a continual change process, thus increasing resistance and introducing group resistance to the system. These findings support the statement in chapter two, section 2.2.1 that processes originating from the interdependent functioning of teams within organizations will lead to intergroup and intragroup conflict and competition processes that are proven to be resistance causation factors (see chapter 3, section 3.3.3). Further, the above research findings serve as backing for statement one, as stated in section 5.2 of this chapter.

What is of more importance here is that these findings when compared to the response obtained from question three and four, show that when the organization functions as a system, then the perception of the influenced group regarding the effects of the change and the applicability thereof differ. The groups that are affected by these change are at different stage of acceptance of the change. The reader is referred to chapter 2, section 2.3 regarding the discussion on the definition of change and managed change for details on the fact that groups can be at different stages of acceptance of change. The fact that these different stages of acceptance do occur means that diversity in terms of agreeability to the change is created within the systems approach. The relevance of this finding is that it supports the fact that varying perception with regard to change (thus diversity of perception) exist due to the function of the organization as a system. This means that resistance is inevitable which proves the fact that intergroup competition as discussed in chapter 3, section 3.3.4. The finding of question three and four will now be given for the purposes of comparison by which the above conclusions were reached.

Question three was set to test the frequency of the effects of the changes in other departments affecting the respondent's department. The results are given in table 5.4.

**Table 5.4 The frequency of changes occurring in other departments affecting the respondent's department.**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
Always	5	16.7	5	16.7
Usually	7	23.3	12	40.0
Sometimes	18	60.0	30	100.0
Never	0	0	30	100.0

It is clear that all of the respondents are of the opinion that changes occurring in other departments affect their department due to the fact the none of the respondents marked the last option (being 'never'). Once again it can be concluded that changes have an overall effect and that **there is mutual influence between the departments** with in an organization. This conclusion is further supported when considered in conjunction with the findings obtained from question four.

With regard to the perception of the respondents as to the effect of changes in other departments, the respondents were also asked to rate the applicability of changes within other departments to their department (Section B, question 4). The results are given in table 5.5.

**Table 5.5 The applicability of changes in other departments to the respondent's department.**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
Always	0	0	0	0
Usually	8	26.7	8	26.7
Sometimes	22	73.3	30	100.0
Never	0	0	30	100.0

The response to question four again shows that **zero percent** of the sample population are of the opinion that changes are **never applicable**. It can therefore be deduced that changes in one department are generally applicable to all other departments to a certain extent. This statement shows that there will be aspects of the change that will be disagreeable and thus diversity of perceptions the goal of the groups will occur. In view of the statement in chapter 3, section 3.3.4 that groups who have varying interests will be in conflict (Hall, 1996:132), it seems logical to assume that the above findings are an indication that group resistance does exist within Organization X. Further, only 26.7% of the population said that changes are usually applicable while 73.3% of the population were of the opinion that changes are sometimes applicable. If most changes in other departments are only sometimes applicable to the respondents' department, one needs to ask what the attitude of the respondent is towards the changes that are implemented, yet not applicable. For the detailed discussion on these aspects (as the reader is referred to in chapter two), as well as for the purposes of answering the above question, it is necessary to consider the findings of question five.

When asked to respond to the means of implementation of changes initiated by other departments (see Appendix A, Section B, question 5), the respondents gave the following results:

**Table 5.6 Variables applicable to Section B, question five.**

Variable	Changes initiated by other departments are:
1	Easily implemented by our department
2	Resisted but accepted and then implemented
3	Implemented, but never fully accepted
4	Implemented and accepted over time

The responses are now represented in table form.

**Table 5.7 Implementability of changes initiated by departments external to the respondent's department.**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
1	12	40	12	40
2	6	20	18	60
3	7	23.3	25	83.3
4	5	16.7	30	100

The results of question five can be divided into two section:

- The changes are easily implemented which is represented by variable one.
- The changes are implemented but certain difficulties are experienced during or because of their implementation as represented by variables two, three and four where:
  - Difficulties of variable two are resistance and the idea that acceptance needs to be gained prior to implementation.
  - Difficulties regarding variable three are that the changes are implemented without acceptance and therefore resistance from parties that have not accepted the change will be experienced (see chapter 2, section 2.3).

- Finally, the difficulties with regard to the fourth variable are that the acceptance over time means that the change process could take longer than the organization has, and because of the time factor, the departments who have accepted the change will always experience resistance from the departments who have not accepted the change (see chapter 2, section 2.3, on change and managed change.). Further it can be said that change which causes the above difficulties cannot be a continual change process.

With regard to the responses, 40% percent of the sample population indicated that the changes initiated by other departments were easily implementable, while **60%** of the sample population chose one of the responses where **difficulties** as defined above would be experienced. What is more important here is that **of the 60 %** of the sample population that chose a variable (either variable two , three or four) displaying difficulties, 66.67% (which is 40% of the entire sample population) chose either variable 3 or 4. These two variables represent implementation of change without prior acceptance of the change. This supports what is stated in chapter 2, section 2.2.3, that change is perceived as threatening if it arises from a source external to the group on which it will have an effect. The researcher can assume that difficulties in implementing change are being experienced due to the fact that the groups are perceiving the changes to be external and threatening.

To expand on the discussion of the above findings, question six will now be considered, where the respondents were questioned with regard to the implementation of change being forced within the organization. The response is given in table 5.8.

**Table 5.8 The degree to which change is implemented by force within Organization X.**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
Always	1	3.3	1	3.3
Usually	16	53.3	17	56.7
Sometimes	11	36.7	28	93.3
Never	2	6.7	30	100

What is noticeable is that only 6.7% of the total population indicated that change was never implemented by force, while only 3.3% of the sample population indicated that change was always implemented by force, where 36.7% indicated that change was sometimes implemented by force. The **majority** of the sample population (53.3%) responded that change was **usually implemented by force**. One can make the following deduction regarding the finding of question five and six. In question five the majority of the population indicated that changes were implemented with difficulty or lack of full acceptance by all parties involved, while in question six the majority indicated that change is usually implemented by force.

The conclusion of the researcher is that changes that are not fully accepted by all parties are usually implemented forcefully. Theoretically, it has been proved that change that is not fully accepted by certain parties (thus conflicting interests occur) will be resisted by these groups (see chapter three, section 3.3.4), and these changes are then implemented forcefully which leads to lack of emotional acceptance of the change by certain groups. Therefore it can be stated empirically that changes in one department influences all other departments to a large degree (see results of question two). These changes are never fully accepted by all parties involved and need to be accepted over time which leads to diversities in terms of groups who have accepted them and those who have not (see question five and six). These diversities lead to further resistance, which supports the theoretical statement in chapter 2, section 2.4.2.1 that various sub-groups found within organizations can be in conflict, thus group resistance is likely

within team orientated organizations. This leads to a discussion of the results of question seven.

In question seven, the respondents were asked whether or not changes that take place external to their department but internal to the organization lead to resistance (see appendix A, question seven). The response to this is given in table 5.9.

**Table 5.9 The perception of respondents regarding the degree to which changes external to their department but internal to the organization, cause resistance from the respondent's department.**

Variable	Frequency	percent	Cumulative frequency	Cumulative percent
Always	0	0	0	0
Usually	4	13.3	4	13.3
Sometimes	24	80	28	93.3
Never	2	6.7	30	100

As can be seen from the direct response, 80% of the population indicated that changes implemented external to their department, yet internal to the organization (which simply means changes that are implemented by another department) are sometimes resistance causation factors. The researcher would like to pay attention to the response to the following questions into consideration prior to posing certain questions regarding the direct response to question seven:

- The response to question two was that the majority (56.7%) of the population indicated that changes in other departments affect their department to a large degree.
- The majority of the sample population (60%) chose a variable that leads to resistance for question five.

- The majority of the sample population (53.3%) indicated that change is usually implemented by force (which is a key resistance causation factor)

From the above, it can be said that there is a discrepancy between the results and conclusions drawn from the three above mentioned questions and the response to question seven. There could be various explanations for this discrepancy, however listing these possibilities here would be based on a personal opinion with no factual evidence to back it up. One reason which is most logical is that it can be said that when people are directly asked about the resistance factor, they tend to avoid the issue. This statement can be supported by the fact that 93.3% of the sample population chose either variable two or three (where 80% chose variable three) which shows non-commitment to the question to a large extent (see chapter 5, section 5.5.2.3 for further evidence regarding the above assumption).

In conclusion of the above, one can say that it has been empirically proved that organizations function as systems and thus a change in one organizational group does cause change within other organizational groups, and further that these changes occur due to interdependent functioning and interaction between these groups. This proves that interdependent interaction is a key resistance causation factor within organizations.

### **5.5.2.3 THE PERCEPTION OF THE RESPONDENTS WITH REGARD TO DIFFERENCES IN THE WAYS DEPARTMENTS THINK ABOUT CHANGES.**

In question nine, the respondents were asked whether or not they thought that various departments thought about changes differently. Their response to this is given in table 5.10.



**Table 5.10 The respondents' views of whether departments view changes differently**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
Always	3	10	3	10
Usually	13	43.3	16	53.3
Sometimes	14	46.7	30	100

From the above response, it is clear that 100% of the sample population agree that departments think about changes differently, while 0% responded that departments never think about changes differently. What is more significant is that the majority of the sample population (53,3%) were of the opinion that departmental thought differences with regard to changes either always or usually occur. It can therefore be said that there are always (variable 1) or usually (variable 2) conflicting views between departments with regard to changes that need to be implemented. Further it can be said that these conflicting views will materialise during departmental interaction and lead to departmental resistance. It needs to be clarified here that an organizational department is in fact merely an organizational group. The above research findings strongly support the statement in chapter 2, section 2.2.1 that resistance arises out of the subjective differences in opinion of various individuals, groups or sub-systems of the organization. It further supports what is said in chapter 3, section 3.3.1, with regard to the fact that organizational, departmental or group interaction (in the form of communication as well) is a key resistance causation factor.

The response to question ten (regarding the perception of respondents as to whether these differences lead to resistance) needs to be considered here to due the fact that there is a discrepancy between what can logically be deduced by means of indirect questions, and what is portrayed trough asking a direct question. In question ten, the respondents were directly asked whether or not they believed that thought differences resulted in resistance between organizational groups. The response results are given in table 5.11.

**Table 5.11 The respondents' views of whether differences in thoughts between departments lead to resistance**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
<b>Always</b>	0	0	0	0
<b>Usually</b>	9	30	9	30
<b>Sometimes</b>	21	70	30	100
<b>Never</b>	0	0	30	100

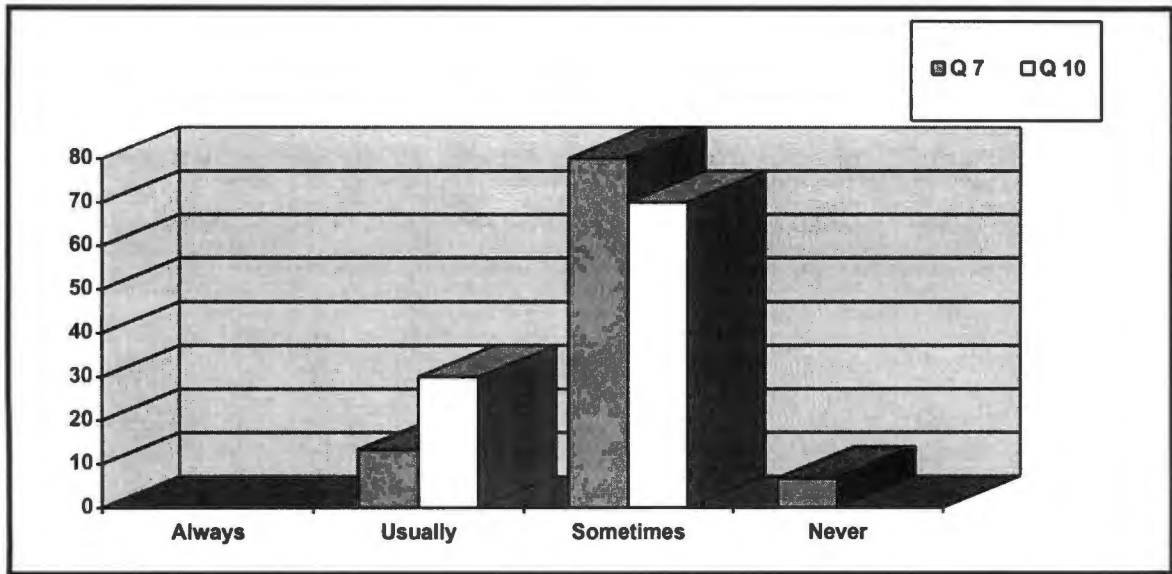
As can be seen, 70% of the population group responded that thought differences **sometimes** lead to resistance. What is more noticeable is that the extreme variables being **always** and **never** were once again avoided. The fact that 100% of the sample population indicated that perception differences never lead to resistance supports the statement in chapter 3, section 3.2 that group resistance is dependent on these various perceptions.

The fact that the respondents avoided variables 1 and 4 drew the attention of the researcher to question what the tendency is with regard to choosing variable two and three (being usually and sometimes) when direct questions with regards to resistance were asked. The comparison of these direct questions is graphically represented in figure 5.6.

For the purposes of the above comparison, the following direct resistance questions were taken into consideration:

- Question seven: regarding whether changes implemented external to the department but internal to the organization lead to resistance, and;
- Question ten: regarding whether differences in the way departments think about changes always lead to resistance.

**Figure 5.6 A comparison of responses to question seven and ten, Section B.**



As can be seen from the comparison, when directly asked concerning factors which cause resistance, the majority of respondents (93.3% in question seven and 100% in question ten) avoid the extreme variables of always and never. This majority generally chooses a middle variable (either always or sometimes). What is more noticeable is that of the 93.3% of respondents who chose either variable two or three in question seven, 85.7% chose the third variable 'sometimes'. Of the 100% of respondents who chose either variable two or three in question ten, 70 % responded to variable three being sometimes. The researcher can only deduce from this, that when respondents are asked a direct question regarding resistance, they tend to be non-committal and chose a safe or non-committed answer. This supports what is stated in chapter 2, section 2.2.1, where non-committal reactions are proposed as being a covert means of resistance.

In question eleven, the respondents were asked to rate the accuracy of the end results of a change in terms of the result that was planned to be achieved. The response to this is given in table 5.12.

**Table 5.12 The respondents' perceptions of the accuracy of the end result of change with regard to the planned result.**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
Always	0	0	0	0
Usually	14	48.3	14	48.3
Sometimes	15	51.7	29	100
Never	0	0	29	100

\* Note that the frequency missing is 1.

Once again the tendency to choose a more generalized non-committal response arose here. The research results clearly indicate that 0% of the sample population chose either variable one or variable four, where 48.3% chose variable two and 51.7% of the population chose sometimes. For details on this tendency, see figure 5.6.

In question twelve the respondents were asked about the ability of changes that have been implemented and fully accepted, to change again should it be required. The response can be seen in table 5.14. Table 5.13 lists the variables applicable to the question.

**Table 5.13 Variables applicable to question twelve of the questionnaire**

A	Never open to change again, if required.
B	Open to new changes immediately
C	Are open to change after a certain time has elapsed

**Table 5.14 The respondents' perceptions regarding the ability of changes to be modified if necessary.**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
A	1	3.3	1	3.3
B	12	40	13	43.3
C	17	56.7	30	100

The results above show that 3.3% of the sample population said that changes that have taken place are never open to change again, while 40% said that they are open to change immediately. What is of more importance to the researcher is the fact that the majority (56.7%) of the sample population said that departments are open to change only once a certain time period has elapsed. It can be said from the above results that if departmental changes influence each other (as seen in section b, question 2 of the questionnaire), then change must be continual. If change is only open to new change after a certain time and a change in another department has an effect on a new change in this department, then resistance is inevitable. The reader is referred to chapter 2, section 2.4.2.1 where the current use Argyris' "unfreeze, change, refreeze" model are questioned. Summarized here. It can be stated that within a continually changing environment, refreezing of a change can lead to difficulties in achieving continual adaptability to change. With regard to the above findings, it is clear that Organization X could experience problems in achieving continual adaptation to change, as can be assumed by the fact that the majority of the population perceive changes to be open to new change after a certain time period has elapsed. This lack of adaptability will lead a diversity of acceptance levels of change (see chapter 2, section 2.3), thus leading to group resistance.

#### 5.5.2.4 GENERAL THEORETICAL SUPPORT QUESTIONS

Questions thirteen and fourteen of Section B of the questionnaire (see appendix A) were posed purely for the purpose of attaining support for certain theoretical statements. These questions are discussed now.

Question thirteen was included to test whether the respondents viewed resistance as a force acting on all other organizational elements, or whether it could be considered as an organizational element itself, which thus means that it can be manipulated by other organizational elements. The variables applicable to this question are as follows:

Resistance to change is :

- 1) A force within the organization that cannot be affected by organizational processes.
- 2) A process within the organization and can be affected by other processes.

The results are given in table 5.15

**Table 5.15 The respondents' perceptions of the nature of resistance**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
A	3	10	3	10
B	27	90	30	100

The above shows that 90% of the population perceive resistance to be an element which can be affected by the other organizational elements with which it functions interdependently. These findings are offered as proof for statement two and three as seen in section 5.2 of this chapter. Further, the findings are proof of

the proposal in chapter 1, section 1.1, that resistance is not merely a force, but has a dynamic process of operation. In this way, the researchers variation from the Force-field of Kurt Lewin (see chapter 2, section 2.4.1) in saying that resistance can be defined as having a “current situation” is fully supported. The findings act as support for the definition of group resistance (see chapter 2, section 2.2.5), where group resistance is defined as being an organizational process that can be manipulated by various other organizational elements.

In question fourteen, the respondents were asked what their perception was regarding the interrelationship between resistance and change, and the way they influenced each other:

Variables offered as choices to the sample population included:

- 1) Extent of change determines amount of resistance
- 2) Extent to which resistance determines the amount of change.
- 3) Both statements are true.

The results are tabulated as follows:

**Table 5.16 The perception of the mutual influence of resistance and change among the respondents**

Variable	Frequency	Percent	Cumulative frequency	Cumulative percent
A	13	43.3	13	43.3
B	2	6.7	15	50
C	15	50	30	100

From the above results, it is clear that the majority (50%) of the sample population are of the opinion that resistance and change function interdependently. What is a concerning factor is that 43.3% of the sample population are of the opinion that the extent of the change determines the amount of resistance. One could argue here that if the change being proposed is resisted, implementation will be difficult. This result can be used to support the result obtained from question six, where the majority of the respondents were of the opinion that change is usually implemented by force. In this case, the change will occur because it is forced and the resistance offered will have little effect on the implementation, however the effect of the resistance on the success of the change will be vast. It can therefore be said that if resistance to change is ignored, and if change and resistance are not treated as being interdependent elements, then the model of change that is being used is a key resistance causation factor. The reader is referred to chapter 2, section 2.3 (which discusses this phenomenon in detail).

In conclusion one could say that the results of Section B of the questionnaire clearly show that group resistance to change is indeed a factor which occurs within Organization X, as a result of intergroup dynamics. The full effects of this group resistance that exists cannot be understood unless it is studied in conjunction with the results from Section C of the questionnaire. This section is now discussed.

## **5.6 SECTION C: OPEN-ENDED QUESTIONS ON THE EFFECTS OF GROUP RESISTANCE**

When analysing the open-ended section of the questionnaire, certain key elements of dissatisfaction and satisfaction were identified. It must be noted that only those respondents who made comments are included within this section. The response rate to this question was 66.67% of the entire sample population. The responses given were compared to certain responses from Section B in order



to arrive at the assumptions and conclusions. Certain key problems were identified from the open ended questions and these will now be discussed.

### **5.6.1 LACK OF INTERDEPENDENT FUNCTIONING OF THE DEPARTMENTS**

The first of these problems is that of the perception that departments within Organization X have with regard to the interdependent functioning between them. With regard to this, 5% of the 66.7% of those who responded said that they felt that it was disadvantageous that certain departments within Organization X were of the opinion that they did not function interdependently with the other departments. The fact that there are departments who do hold this opinion is strongly supported by the findings to question one in Section B, where 16.7 % of the total sample population describe the organization as consisting of independent departments having no influence over each other.

The fact that certain departments view this as being disadvantageous, while other see their department as being an independent unit shows that there are definite thought differences between the various departments of Organization X. The fact that this workforce diversity exists strongly supports the proposal in chapter 2, section 2.2.4, that, besides handling cultural diversity, we need to focus on the handling of formal workforce diversity as well.

In further discussion of the abovementioned problem, if an examination is made of the results of question ten of Section B of the questionnaire, it can be seen that 0% (none) of the sample population were of the opinion that these thought differences never lead to resistance. The above findings strongly support the view that the departmental differences found within the organization lead to a certain amount of resistance. It must be pointed out here that these differences can only be discovered through interaction between the various departments who differ. Thus, it can be said that intergroup resistance within organizations results

from the process of interaction, by means of allowing identification of differences, thus leading to the resistance mentioned. This supports what is said in chapter 2, section 2.4.2.2 where it is stated that the fact that groups are at different stages of acceptance of stage, where their involvement in the change will logically differ, group resistance will occur. These findings further support what is said in chapter three, where it is proposed that interaction between various organizational groups (e.g. an organizational department) is a key resistance causation factor.

## **5.6.2 COMMUNICATION**

The next disadvantageous issue of the organization that was raised by means of the open-ended question was that of poor communication. Of the 66.67% of the population that responded, 35% indicated that communication practices were poor within Organization X.

For the purposes of analysing this information, a profile of the respondents relevant here will now be given.

Of the 35% that responded, 42,86% were in the age group 31-40 years, 28,57% were between 41 and 50 years and 14,29% were over the age of 50 years. What is interesting is that 28,57% have been at the company for between 5-10 years, while 57,14% of the 35% that responded in this way have been at the company for between ten and twenty years. It is necessary to compare these findings to those of section 5.5.1.3 of the biographical data. Here we see that 33,3% of the total population has been at the company for less than one year while a further 33,3% has been at the company for 10 -20 years. What is noticeable is that only 10% of the sample population have been there for between one and five years, and 13,3% of the sample population has been at the company for between 5-10 years. The level of new staff is rather high as well as those who have been there exceptionally long, while those who have been there for a medium term is much lower. Of 13,3% that have been there for between five and ten years, 100% say that there is a communication problem and of the 33,3% that have been at the

company for ten to twenty years, 30% reported experiencing poor communication. What is further noticeable is that of the 33.3% of the population who have been there for less than a year, 0% reported that poor communication was experienced.

From the above it is clear that communication problems do exist. The reader is now referred back to chapter 3, section 3.3.1, where the ways in which communication problems can be a key causation factor are discussed. It is therefore clear that intergroup resistance is inevitable.

### **5.6.3 DECISION-MAKING PROCESS**

The next issue that was identified during the open ended question was that there tends to be a lengthy decision-making process within the organization. Of the 66,67% that responded to the question, 20% responded that the decision-making process was lengthy. Of this 20%, 50% have been at the company for longer than ten years. This result shows a general lack of ability of Organization X to adapt rapidly to changes due to this lengthy process and this not only proves a general resistance to change, but will also result in an increase in resistance to change. This proves that resistance is dependent on the functioning of other organizational elements, and can thus be manipulated by them which supports statement six in section 5.2 of this chapter.

### **5.6.4 GENERAL ISSUES**

Further issues that were discovered were:

- 20% of the 66,67% that responded said that resistance to change was a dissatisfying factor.

- 5% of the 66,67% that responded said that promotion practices, world class standard achievement, working environment, approach to problem (i.e. looking for guilty parties instead of solutions) were all dissatisfying factors. Further factors were that change took place without consultation of the affected departments, and finally that the **cost focus** of the organization damaged continuous improvement possibilities.

## 5.7 CONCLUSION

The researcher would like to conclude that, according to the purpose of the empirical research done, the result was successful. Each statement that was set was shown to be correct and thus the research offers the necessary support that was intended. The base of the study being the systems approach was proven to be the generally accepted perception of the sample population. Further, the finding clearly showed that group resistance, due to the fact that the various departments interact, is inevitable. This resistance was further shown to be an organizational element which can thus be manipulated by means of utilizing the other elements in order to create an equilibrium with group resistance. The researcher's conclusions and proposals will be given in chapter six.

## **CHAPTER 6**

### **CONCLUSION, PROPOSALS AND FUTURE RESEARCH PROSPECTS**

#### **6.1 INTRODUCTION**

The key concern of this dissertation is the existence of group resistance within the organizational context and the overall effect that this can have on the ability of the organization to be able to adapt to continual change. The researcher wishes to propose that the overall effect of resistance currently is that of hindering the change process, where group resistance as defined, will lead to resistance on a collective basis, where a power play comes into being. The stronger group will therefore win. The effect of resistance is negative and used as a means of personal gain for certain organizational groups. Group resistance can however be used as a positive factor to promote change. The problem of this dissertation is thus to find a means of allowing the effect of resistance to promote rather than hinder change. The study was approached from four different angles with regard to ascertaining which factors within the organization could actually be responsible for the causation of group resistance, so as to ascertain how the effect can be transformed from being negative to being positive. The angles approach were the following:

- The ability of the various current change models used to be responsible for resistance causation, and the effect that this resistance can have on the organizational change potential (see chapter two).
- The organizational dynamic elements which can be divided into the dynamic group element and the dynamic system elements. It must be stated that the dynamic group element is also a dynamic system element, however it needs to be discussed in much detail due to that fact the it functions dynamically

itself. For this reason, the dynamics thereof need to be understood fully prior to discussing its dynamic effect on the dynamic system elements. For this reason the organizational dynamic elements are discussed throughout two chapters. Chapter three is concerned with the dynamics of groups, while chapter four is concerned with the dynamics of the other system elements. The dynamics of the above elements because of the interaction within the organization as a system, is shown to be a key resistance causation factor.

- The next angle of the dissertation is to empirically test certain assumptions of the researcher within an organization within the area. The reason for this, is that although the assumptions are achieved by a logically based thought process, they have no standing until it can be proved that these assumption are shared perceptions of the current industrial market. Details of the empirical research design and findings are given in chapter five.

Chapter six deals with summarising the key assumptions and conclusions that were made during the study. This will be done in the same format as the various chapter headings. Finally, proposals as to the organizational structures and procedures that are needed to support continual change and utilise resistance to promote this change will be given. Certain areas of further research identified during this study will also be given. Key assumptions and conclusions are now discussed. Prior to this summary, the key issues that led to the researcher's definition of **group resistance** will briefly be discussed.

## 6.2 THE TERM 'GROUP RESISTANCE'

Chapter two, section 2.2 deals with analysing and defining the essence of what is meant by the term 'group resistance'. The point of departure is that resistance to change is inherent and therefore inevitable. This phenomenon, when applied to the organizational context where group or team orientated structures are being used, means that individuals who form groups will resist change, secondly, that

groups or teams become single entities where group members tend to view aspects similarly. This phenomenon leads to groups being able to resist collectively. This collective resistance can be termed group resistance. Further, it can be said that group resistance has two levels on which it can function, namely intragroup resistance and intergroup resistance.

The second aspect that is dealt with regarding group resistance, is that of the origin of worker resistance. Evidence is offered that worker resistance arose out of the capitalist and industrialist movements, where employees tended to resist the authority and power that employers had over them. Signs of collective resistance were seen as early as the time of Marx. Social scientists such as Braverman also contributed to the subject of resistance, where through their studies it can be seen that resistance can be executed via aspects such as co-operation. This can be seen in the fact that resistance can operate overtly or covertly. Further it can be said that resistance is subject to the history of the context in which it occurs and secondly that due to this it can be dynamic. Thus, within the study, and especially in the work of Kurt Lewin, the idea that resistance is a force that acts on other organizational elements is questioned. It is attempted therefore to prove that resistance can in fact be influenced by the other organizational elements thus making it more than just a force, but an element which can be manipulated and influenced itself.

The next aspect of resistance that is covered within the study is the context of resistance within the South African context. Issues such as apartheid and racial discrimination within the work force are shown to increase the complicated nature of resistance within South African organizations. The diversity of the general South African society is also shown to be a key organizational resistance factor due to the fact that the general society is represented within the organizations. It is this diversity that is posed as complicating the concept of group resistance within South African organizations.

The threatening nature of change is also questioned, and the key question that is asked is whether change will still be resisted even if the change is not perceived as being threatening. From the discussion given, it can be said that change will always be resisted even if it is perceived as being beneficial to the employees. Thus resistance can be said to have a multi-faceted characteristic.

The next issue is that of formal work force diversity. It was discovered that organizational diversity can exist on two levels, namely diversity that exists due to the cultural diversity of the nation, and formal diversity that exists between the various formal groups that can be found within the organization. Both types of diversity, and the interaction between these various represented groups are identified as key resistance causation factors.

From the above, it can be said therefore that group resistance is **the dynamic process which can be used to defy or promote proposed changes on a collective basis. Further, it is resultant from diversities between organizational groups, who by their interdependence and interaction with each other, discover these diversities.**

The use of the term group resistance within the study refers to the above definition. The next step is to summarise the finding of the discussion around the models of change as given in chapter two.

### **6.3 CONCLUSION AND ASSUMPTIONS MADE DURING THE STUDY**

Apart from defining the term **“group resistance”**, various change models and methods were discussed in chapter two. A brief summary of each of these will now be given.

The first approach to organizational change, the systems approach can be said to be the basis of this study. Organizations that function as systems function



according to the principle that a change in one part of a system will affect and cause change in other parts of the system as well. Empirical findings show that organizations are in fact perceived to function as systems. A key principle of this model is that various sub-systems (organizational groups) will be in different stages of development or acceptance of change, thus diversity with regard to change is created. Diversity means that the groups have conflicting views as to what the change should comprise of and thus resistance to anything that deviates from these expectation will occur. The systems approach can be integrated with the group dynamics approach which states that change in behaviour can be achieved by means of group pressure applied to the members to conform to a change. This approach is proposed to cause group resistance due to the fact that the more the group members conform to the requirements of the group, the higher aspects such as group cohesion and co-operation become, increasing the potential for one group to view themselves as being better than another group, thus group resistance prevails.

Another key point and basis of the study that is obtained from analysing the group dynamics approach to change is the fact that resistance can be an element within the organization which can be manipulated, and that it is not merely a force that acts on all other organizational elements, which leads us to believe that it is possible to create a balanced form of group resistance, thus giving resistance the potential to be utilised to promote change rather than hinder it.

Further, the intervention theory model of change, action research, and planned change models are analysed and each of these are shown to be able to be key resistance causation factors within organizations that function as systems. Further approaches to change that are briefly discussed and shown to be potential group resistance causation factors are the following:

- configurational learning model
- gap analysis model
- innovative change model Leadership intervention model

- NACA model
- model of descending order of unilateral power.

It must be stated here that the above list is briefly discussed to prove that there are aspects within them that can lead to group resistance causation. What is of relevance here is that group resistance is an ever increasing phenomenon that is supported by current methods of change. A method of analysing resistance causation potential continually needs to be included, otherwise they will fail as methods which promote change.

The next issue was to analyse the organization as a system.

#### **6.4 THE ORGANIZATION AS A SYSTEM**

The organization was analysed into the following elements:

- the organizational purpose
- the context
- the membership
- processes
- leadership
- structure
- the group processes

One element that clearly needed to be separated from these is the group functioning. For this reason the findings of the above will be discussed under two subheadings, being the dynamic group processes and the dynamic system processes.

#### **6.4.1 DYNAMIC GROUP PROCESSES**

Within the study it is proposed that these elements function interdependently due to the fact that the organization functions as a system. A model of their functioning developed by the researcher is given. Further, it must be noted that the group processes have a dynamic nature of their own, thus complicating their influence on the rest of the elements. For this reason chapter three is devoted to this dynamic process.

Within chapter three group dynamics is defined as the way in which group members act towards each other. Complications of this definition are given in that groups are made up of individuals, yet organizations are made up of groups. It can therefore be said that within an organization group processes can be intragroup or intergroup of nature. The organization can further act as a whole within its external environment. This means that particular individuals who are in conflict can agree against another group on a collective basis, and groups who are in conflict can join against another organization within the external environment. Group processes discussed concern interaction, communication, cohesion, competition, co-operation, norms and leadership. The key point that is made here is that the interfunctioning of these groups leads to the fact that because they interact, they realise their diversities, which are already proven to be key resistance causation factors. These group dynamics processes are termed dynamic group elements by the researcher and they function within the rest of the elements, termed the dynamic system elements, now summarised here.

#### **6.4.2 DYNAMIC SYSTEM PROCESSES**

The dynamic system elements are discussed under the heading above, excluding the group processes. Each of them are discussed separately, however they are all shown to be interdependent and thus a change in one will cause a change in another. The key point that needs to be made here is that if groups are dynamic

and function interdependently with the other elements, then continual change within the groups will cause continual change within the other elements. Further, it is shown that resistance is an organizational element, thus saying that any change, because all elements are affected by these, will affect the definition of resistance within the organisation. This aspect leads to proving the key questions of the study. A summary of this will now be given:

- Group resistance has been proven to be inherent due to the nature of interdependence of organizational groups and their interaction with various other organizational elements. Group resistance has been proven to be one of these elements and not merely a force that acts on the other elements, which gives group resistance a dynamic nature. This means that group resistance can be manipulated by planned changes in other elements in order to reach the desired resistance level. Thus the **effects of group resistance can be used to promote changes rather than hinder them.**

## 6.5 EMPIRICAL RESEARCH FINDINGS

The empirical research findings are included in detailed discussions in chapter five. The goal of the study was to obtain empirical backing for certain statements that are made within the study. This goal was achieved, however certain future research topics or hypotheses can be identified from these findings, which are briefly mentioned here:

- the effects of average age of employees on group resistance.
- resistance is a topic which when directly approached tends to be avoided or ignored.
- managers will not be able to manage resistance due to the fact that they are inevitably prone to offer resistance themselves.

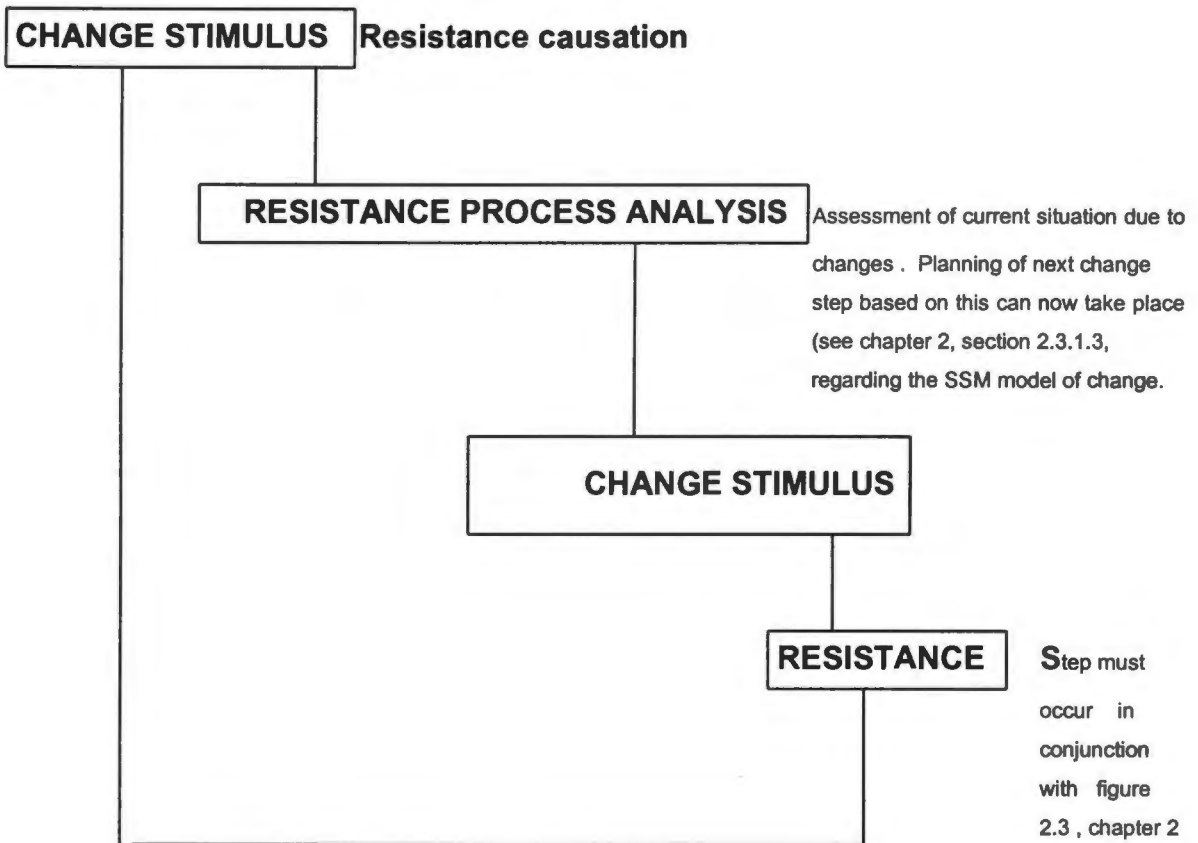
From the above it is clear that organizations need to focus not only on the effects of change, but also on the effect of the dynamic resistance process that is caused by the change process. Further it is clear that a different approach to organizational behaviour is required to obtain the level of objectivity needed to accomplish this. The final and key research topic that is identified from this dissertation is therefore **the organizational design needed to support the utilization of resistance as a process which can be manipulated.**

## **6.6 PROPOSALS**

### **6.6.1 RESISTANCE UTILISATION MODEL FOR CHANGE**

In chapter 2, section 2.4.2.4, the generic model of change is discussed, where this model is representative of the intervention theory model, the action research model and the planned action model of change. All these models are shown as having the potential to be group resistance causation factors, due to the fact that they fail to promote the use of change and resistance concurrently. The researcher wishes to propose the following model as a change model where change and resistance are used interdependently, thus allowing for the use of resistance to change in the planning of the next step within a change process. The model is as follows and shall be discussed after the diagrammatic representation.

**Figure 6.1 A proposal of a change model that incorporates the continual analysis of resistance levels.**



From the above model, it is clear that the change and resistance process is cyclic. The above proposal tends to suggest that the role and effectiveness of long term planning within a continual organizational change environment needs to be questioned. This suggestion is based on the assumption that within a system, the slightest change will cause a reaction. Since it is known that change is inherently resisted, as part of the reaction, resistance can be expected. The fact that an initial change stimulates resistance means that the organizational current situation will change and that any long term planning with regard to initial change needs could change as well. What is needed is to continually analyse the dynamics processes within a continually changing environment in order to be proactive in our ability to adapt to change. The above model is simply stated, however the researcher is of the opinion the being able to continually adapt to change needs

to be simply stated due to the fact that the moment we set a number of stages or steps to our change model, we tend to get trapped within a change paradigm, where as soon as any reaction is required other than the prescribed steps, our change ability decreases because we have not allowed room for flexibility within our change adaptation. Thus gaining the ability to be able to adapt to continual change only requires the following two steps:

- reaction to any change stimulus
- analysis of the dynamic process caused (of which resistance is inevitable).

The final stage of the model lies in the fact that it is possible to control or manipulate resistance to change by means of manipulating all other system and group processes, it is possible to control the dynamic organizational processes by using resistance as central to determining the entire change adaptation process. In order for the above to occur, the following proposals are given as guidelines for organizational design to be able to use resistance as a balanced element to promote change rather than hinder it. It must be noted that continual analysis of the positive or negative characteristics of the resistance within the organization needs to be continually monitored if resistance is to be used as an aspect that promotes change. The transformation to this state cannot be implemented as a once off project. Key proposals of the researcher are as follows:

- The goals and purpose of the organization must be flexible, so as to be able to change should the change process cause any effect that could change their current direction. This proposal questions the place of long term planning within the organization and implies that a flexible organizational structure where informal discussion is used rather than formal planning of tasks needs to be created. Organizations need to equip their members to be able to plan, yet adapt to changing of these plans as circumstances arise.
- The membership composition of the company must be diverse. The greater the diversity, the more resistance, however this resistance can be used as a

means of innovation and can be said to be an essential part of creating a continual change process.

- Organizational structures need to be of such a nature that the status of the groups has a minimal effect on the ability to force changes without allowing innovative manipulation by other affected organizational groups. This will reduce that fact that one group can feel inferior to the other, thus resulting in healthy competition that is based on the best idea and not the most powerful group.
- The above suggests the idea of new remuneration structures. The possibility of one group on the same organizational level earning according to level within the company and not according to profession is a consideration. This proposal is rather bold, and as earlier stated, needs to be tested within the current South African market. The researcher does realise that there will be certain long term implications within the process of creating the equality of remuneration, and the fact that initial group resistance creation will be extremely high.
- A final proposal is that organizations redefine the role and function of the labour relations officer employed so that his role becomes that of continually analysing and defining the current situation with regard to the relationship between all the organizational elements, so that continual steps to maintain a dynamic equilibrium of the functioning of these elements can be established. The exact skills and requirements for this person need to be clearly analysed and this is proposed as a research subject that could be followed up and furthered. This suggestion involves numerous issues:
  - The first issue is that the above suggests that groups and the control of the dynamics thereof becomes central to the creation of healthy labour relations.



- The field of labour relations becomes a dynamic field due to the dynamic nature of the elements that it deals with, thus creating the field of labour dynamics. As such this suggests that a new role that is as important as production control needs to be created and moulded. The researcher is thereby suggesting that the management of the organization as a production unit consists of the actual production process as well as the human process. Thus two key field of general management can be identified. The idea leads to numerous possibilities for restructuring of companies, where the human element and the management thereof can enjoy the same importance as that of the production line. This idea redefines the issue that personnel management be seen as a staff or advisory function, to that of being equal to production lines, which allows for the ability of the personnel function to gain higher internal status within the organization. This issue could offer support to any remuneration structure changes due to the fact that a change in status perception will lead to less resistance when remuneration structures are modified.

The above suggested changes are sufficient to create a dynamic process that will lead the way to the structuring of the future organisations. The researcher wishes to refrain from planning an entire process to reach the desired changes due to the fact the initial steps of the process might lead to a totally different path. In conclusion it can be said that all change that is continual should lead the organizational change process. Organizations should not try to lead the change process, which could lead to the failure of any change attempt and an increase in resistance to any future change processes that are initiated by the organization. What is required is to be able to adapt to continual change in order to survive, not initiate unnecessary change to gain the perception of survival.

## APPENDIX A

### POTCHEFSTROOM UNIVERSITY FOR CHRISTIAN

### HIGHER EDUCATION

### VAAL TRIANGLE CAMPUS

#### QUESTIONNAIRE INSTRUCTIONS

1. Place a cross in only one square unless otherwise indicated.
2. Some of the questions require more than one answer. These are however clearly indicated.

#### SECTION A: BIOGRAPHICAL DATA

1.	Gender.	Male	Female
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2.	Age.	Younger than 20	21 - 30 years	31 - 40 years	41 - 50 years	50 years and older
----	------	-----------------	---------------	---------------	---------------	--------------------

3.	Number of years that you have been with the company.					
	Less than one year	One to five years		Five to ten years		
	Ten to twenty years	Twenty to thirty years		Thirty years and more.		

4.	Highest qualification.	Lower than matric	Matric	Degree/ diploma	Post graduate degree	Other
----	------------------------	-------------------	--------	-----------------	----------------------	-------

5.	Do you have any background in management of organizational change?	Yes	No
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## SECTION B: CHANGE AND RESISTANCE

1.	When describing your organization, you would see it as:		
A system where a change in one part affects all other parts	Independent departments not influencing each other	Hierarchically structured ; influenced from the top down	Consisting of teams who support and influence each other

2.	Changes that occur in other sections affect your department:	To a large degree	Slightly	To a lesser degree	Not at all
----	--	-------------------	----------	--------------------	------------

3.	Changes occurring in other departments:		
Always affect our department	Usually affect our department	Sometimes affect our department	Have no effect on our department

4.	Changes initiated by other departments are _____ applicable to our department.	Always	Usually	Sometimes	Never
----	--	--------	---------	-----------	-------

5.	Changes initiated by other departments are:	Easily accepted by our department	Resisted but accepted then implemented	Implemented but never fully accepted	Implemented and accepted over time
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6.	Change is _____ implemented by force:	Always	Usually	Sometimes	Never
----	---------------------------------------	--------	---------	-----------	-------

7.	Change that needs to take place due to a source external to your department but internal to the organization _____ leads to resistance from your department.	Always		Sometimes
		Usually		Never

8.	Changes implemented by your department are _____ applicable to and implemented by other departments within the organization.	Always		Sometimes
		Usually		Never

## SECTION B CONTINUED

9.	Departments and sections _____ think about changes differently.	Always	Usually	Sometimes	Never
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10.	If there are any thought differences, they:	Always lead to resistance to change	Usually lead to resistance to change	Sometimes lead to resistance to change	Never lead to resistance to change
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11.	The end result of change is _____ accurate in terms of the planned result.	Always	Sometimes
		Usually	Never

12.	Changes that have been implemented and fully accepted are:	Never open to change again if required	Open to new change immediately	Are open to change after a certain time
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13.	Resistance to change is:	A force within the organization that cannot be affected by organizational processes	A process within the organization, and can be affected by other processes
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14.	With regards to resistance and change:	Extent of change determines amount of resistance	Amount of resistance determines extent of change	Both statements are true
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15.	The interaction that occurs between sections functioning within the company structure and environment:	Is fully responsible for internal changes that take place	Is partially responsible for internal changes that take place	Has nothing to do with internal changes that take place
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## SECTION C: EFFECTS OF GROUP RESISTANCE

Are there any aspects of the company that are satisfying to you?


Are there any aspects of the company which you find dissatisfying?


POTCHEFSTROOMSE UNIVERSITEIT VIR CHRISTELIKE

HOËR ONDERWYS

VAALDRIEHOEKKAMPUS

VRAELYS INSTRUKSIES

1. Merk net een (1) blok vir elke vraag tensy anders gestel (Merk met 'n X).
2. Sommige vrae benodig meer as een antwoord. Hierdie vrae is duidelik gemerk.

AFDELING A: BIOGRAFIESE BESONDERHEDE

1.	Geslag.	Manlik	Vroulik
----	---------	--------	---------

2.	Ouderdom.	Jonger as 20	21 - 30 jaar	31 - 40 jaar	41 - 50 jaar	50 jaar en ouer
----	-----------	-----------------	-----------------	-----------------	-----------------	--------------------

3.	Hoe lank werk u al by die onderneming?		
Minder as een jaar	Een tot vyf jaar	Vyf tot tien jaar	
Tien tot twintig jaar	Twintig tot dertig jaar	Meer as dertig jaar	

4.	Hoogste kwalifikasie.	Laer as matriek	Matriek	Graad/ diploma	Nagraads	Ander _____ _____
----	-----------------------	--------------------	---------	-------------------	----------	-------------------------

5.	Het u enige agtergrond in die bestuur van organisatoriese verandering?	Ja	Nee
----	--	----	-----

## AFDELING B: VERANDERING EN WEERSTAND

1.	As u die onderneming moet beskryf, sien u dit as:			
n' Sisteem waar verandering in een gedeelte verandering in ander gedeeltes veroorsaak	Onafhanklike departemente wat mekaar glad nie beïnvloed nie	Hierargies gestruktureerd met invloed van bo tot onder	Bestaande uit spanne wat mekaar ondersteun en beïnvloed	

2.	Veranderings in ander gedeeltes affekteer u gedeelte:	Tot 'n groot mate	Effens	Tot 'n mindere mate	Glad nie
----	---	-------------------	--------	---------------------	----------

3.	Veranderings in ander departemente:			
Affekteer altyd ons departement	Affekteer gewoonlik ons departement	Affekteer soms ons departement	Het geen effek op ons departement	

4.	Veranderings geïnisieer deur ander departemente is _____ op ons departement van toepassing.	Altyd	Gewoonlik	Soms	Nooit
----	---	-------	-----------	------	-------

5.	Veranderings geïnisieer deur ander departemente word:	Deur ons departement maklik aanvaar	Weerstaan maar aanvaar, dan geïmplementeer	Geïmplementeer maar nooit volledig aanvaar	Geïmplementeer en oor tyd aanvaar
----	---	-------------------------------------	--	--	-----------------------------------

6.	Veranderings word _____ deur gesag geïmplementeer.	Altyd	Gewoonlik	Soms	Nooit
----	--	-------	-----------	------	-------

7.	Verandering wat moet plaasvind as gevolg van 'n bron ekstern tot u departement lei _____ tot weerstand teen verandering.	Altyd	Soms
		Gewoonlik	Nooit

## AFDELING B VERVOLG

8.	Verandering wat deur u departement geïmplementeer is, is _____ vir ander departemente toepaslik en word daar geïmplementeer.	Altyd	Soms
		Gewoonlik	Nooit

9.	Departemente in die organisasie dink _____ anders oor veranderings.	Altyd	Gewoonlik	Soms	Nooit
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10.	As die departemente anders daaroor dink, dan ...	Lei dit altyd tot weerstand	Lei dit gewoonlik tot weerstand	Lei dit soms tot weerstand	Lei dit nooit tot weerstand
-----	--	-----------------------------	---------------------------------	----------------------------	-----------------------------

11.	Die eindresultaat van verandering is _____ akkuraat met betrekking tot die beplande resultaat.	Altyd	Soms
		Gewoonlik	Nooit

12.	Veranderings wat geïmplementeer is en volledig aanvaar ....:	Lei daartoe dat hulle nooit weer oop is vir verandering	Is dadelik weer oop vir verandering indien nodig.	Is oop vir verandering na 'n sekere tydperk.
-----	--	---	---	--

13.	Weerstand teen verandering is ....:	'n Mag binne die organisasie wat nie deur ander prosesse beïnvloed kan word nie	'n Proses binne die organisasie en kan dus deur ander prosesse beïnvloed word.
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## AFDELING B VERVOLG

14.	Met betrekking tot weerstand teen verandering:	Hoeveelheid verandering bepaal hoeveelheid weerstand	Hoeveelheid weerstand bepaal hoeveelheid verandering	Albei is waar
-----	--	--	--	---------------

15.	Interaksie tussen seksies wat binne die maatskappystruktuur en -omgewing:	Is volledig verantwoordelik vir interne veranderings	Is gedeeltelik verantwoordelik vir interne veranderings	Het niks met interne verandering te doen nie.
-----	---	--	---	---

## AFDELING C: EFFEK VAN GROEPSWEERSTAND

Is daar enige aspekte van die maatskappy wat u onbevredigend vind?


Is daar enige aspekte van die maatskappy wat u totaal bevredigend vind?


## APPENDIX B: TABLE OF VARIABLES APPLICABLE TO THE EMPIRICAL RESEARCH

Variable No.	Label or description	N	Mean	Standard deviation	Minimum	Maximum
A01	Gender	30	1.2666667	0.4497764	1.0000000	2.0000000
A02	Age	30	3.1666667	1.2058288	1.0000000	5.0000000
A03	Years with the company	30	<b>2.7666667</b>	1.4781940	1.0000000	5.0000000
A04	Highest qualification	30	2.6000000	0.8550055	1.0000000	4.0000000
A05	Change management background	30	1.6333333	0.5560534	1.0000000	3.0000000
B01	Organizational description	30	2.6333333	1.2172137	1.0000000	4.0000000
B02	Degree of affects: other department changes	30	1.7000000	0.8769068	1.0000000	3.0000000
B03	Frequency of effect of changes in other departments	30	2.4333333	0.7738544	1.0000000	3.0000000
B04	Applicability of changes initiated by other departments	30	2.7333333	0.4497764	2.0000000	3.0000000
B05	Implementation method of change	30	2.1666667	1.1472105	1.0000000	4.0000000
B06	Implementation of change by force	30	2.4666667	0.6814454	1.0000000	4.0000000
B07	Resistance caused by changes initiated external to respondents department	30	2.9333333	0.4497764	2.0000000	4.0000000
B08	Implementation and applicability of respondents' department changes on other departments	30	2.6000000	0.7239737	1.0000000	4.0000000
B09	Thought differences between various departments	30	2.3666667	0.6686751	1.0000000	3.0000000
B10	Resistance caused due to thought differences	30	2.7000000	0.4660916	2.0000000	3.0000000
B11	Accuracy of planned versus end results of change	29	2.5172414	0.5085476	2.0000000	3.0000000
B12	Openness to change of changes that have already occurred	30	2.5333333	0.5713465	1.0000000	3.0000000
B13	Resistance as a force or a process	30	1.9000000	0.3051286	1.0000000	2.0000000
B14	Interrelationship between resistance and change	30	2.0666667	0.9802650	1.0000000	3.0000000
B15	Interaction being responsible for change	30	1.9333333	0.5208305	1.0000000	3.0000000

# DIE INVLOED VAN GROEPSWEERSTAND OP VERANDERING IN 'N CHEMIESE NYWERHEID IN DIE VAALDRIEHOEK

## AFRIKAANSE OPSOMMING

### INLEIDING

Hierdie verhandeling ondersoek die invloed van groepsweerstand binne die organisatoriese konteks, veral ten opsigte van die vermoë van die onderneming om by volgehoue veranderinge aan te pas. Die navorser wil beweer dat die invloed van weerstand huidiglik die veranderingsproses rem maar dat gedefinieerde groepsweerstand sal lei tot 'n kollektief-gebaseerde weerstand, veral by die ontstaan van 'n magvertoon. Die invloed van weerstand is negatief en word aangewend as 'n middel tot persoonlike gewin vir sekere organisatoriese groepe binne die onderneming. Groepsweerstand kan egter altyd as 'n positiewe faktor aangewend word vir die generering van verandering. Die verhandeling spreek dus die probleem aan ten opsigte van die identifisering van middele wat eerder die invloed van weerstand sal toelaat om verandering aan te moedig as om dit te verhinder. Die studiegebied word vanuit vier hoeke benader met betrekking tot die vasstelling van watter faktore binne die onderneming werklik verantwoordelik kan wees vir die veroorsaking van groepsweerstand, om sodoende binne elk vas te stel hoe die effek vanaf positief tot negatief vervorm kan word. Die hoekbenadering is die volgende:

- Die vermoë van die verskillende veranderingsmodelle verantwoordelik vir die veroorsaking van weerstand en die effek wat hierdie weerstand op die organisatoriese veranderingspotensiaal kan hê.
- Die dinamiese organisatoriese elemente kan verdeel word in dinamiese groepelemente en die dinamiese sisteemelemente. Daar moet konstateer word dat die dinamiese groepelement ook 'n dinamiese sisteemelement is; dit

moet egter in groter detail bespreek word, gesien in die lig daarvan dat dit self dinamies funksioneer. Die dinamiek van hierdie elemente blyk 'n sleutel weerstandsveroorsoekende faktor te wees.

- Die volgende gesigspunte van die verhandeling is om sekere aanvaardings van die navorser empiries te toets binne 'n onderneming in die gebied geleë. Die rede hiervoor, is dat alhoewel die aanvaardings gemaak, die uitvloeisel is van 'n logies-gebaseerde denkproses, hulle geen bestaansgrond het, alvorens daar bewys kan word dat hierdie veronderstellings gedeelde persepsies is van die huidige industriële mark.

## **DIE BEGRIP GROEPSWEERSTAND EN HUIDIGE VERANDERINGSMODELLE**

Die wese van die begrip 'groepsweerstand' soos dit in die studie gebruik word, word gedefinieer. Die vertrekpunt is dat weerstand teen verandering inherent en dus onvermydelik is. Waar hierdie fenomeen toegepas word op die organisatoriese konteks waar groeps- of spanstrukture aangewend word, beteken dit dat individue wat groepe vorm, verandering sal weerstaan en tweedens, dat groepe of spanne enkele entiteite word waar groepe neig om aspekte anders te beskou. Hierdie fenomeen lei daartoe dat groepe in staat is om kollektief weerstand te bied. Groepsweerstand kan op twee vlakke funksioneer, naamlik intra-groep weerstand en inter-groep weerstand.

Die tweede aspek met betrekking tot groepsweerstand wat ondersoek word, is dié van die oorsaak van werknemerweerstand. Bewyse word aangebied dat werknemerweerstand ontstaan het uit die kapitalistiese en industriële bewegings, waar werknemers geneig het om die magte en die gesag van werkgewers oor hulle, te weerstaan. Tekens van kollektiewe weerstand is reeds so vroeg soos in Marx se tyd waargeneem. Sosiaal-wetenskaplikes soos Braverman het ook tot die onderwerp van weerstand bygedra, en kan daar in hulle studies gesien word dat weerstand substansie kan kry deur aspekte soos samewerking. Dit is daarin geleë dat weerstand openlik of verskuild kan funksioneer. Daar kan verder

beweer word dat weerstand onderhewig is aan die geskiedenis van die konteks waarin dit plaasvind en tweedens omdat dit dinamies kan wees. In hierdie studie dus, en veral in die werk van Kurt Lewin word die gedagte van weerstand as synde 'n mag wat op ander organisatoriese elemente inwerk, bevraagteken. Daar word gepoog om te bewys dat weerstand beïnvloed kan word deur die ander organisatoriese elemente wat dit dan 'n krag maak wat gemanipuleer en beïnvloed kan word.

Die volgende aspek van weerstand wat in hierdie studie bespreek word, is die konteks van weerstand binne die Suid-Afrikaanse opset. Sake soos apartheid en rassediskriminasie binne die werksmag toon 'n toename van die gekompliseerde aard van weerstand binne Suid-Afrikaanse ondernemings. Die diversiteit van die algemene Suid-Afrikaanse samelewing skyn ook 'n sleutel organisatoriese weerstandsfaktor te wees, vanweë die feit dat die algemene samelewing binne die ondernemings verteenwoordig is. Dit is hierdie diversiteit wat die konsep van groepsweerstand binne Suid-Afrikaanse ondernemings kompleks maak.

Die dreigende aard van verandering word ook bevraagteken, en die sleutelvraag wat gevra word, is of verandering nog weerstaan sal word selfs indien verandering nie as 'n bedreiging beskou word nie. Daar kan vanuit die gegewe bespreking gekonstateer word, dat verandering altyd teengestaan sal word selfs al word dit as voordelig vir werknemers beskou. Daar kan dus gesê word dat weerstand 'n multi-fasettige aard het.

Die volgende saak is die van die formele werkersmag diversiteit. Daar is bevind dat organisatoriese diversiteit op twee vlakke kan bestaan, naamlik diversiteit as gevolg van die volk se kulturele diversiteit en formele diversiteit wat bestaan tussen verskillende groepe wat binne die onderneming voorkom. Beide soorte diversiteit, asook die interaksie tussen hierdie verskillende verteenwoordigende groepe word geïdentifiseer as sleutel weerstandsveroorsakende faktore.

Dit kan vanuit bogenoemde gekonstateer word **dat groepsweerstand die dinamiese proses is wat aangewend kan word om voorgestelde veranderinge op 'n kollektiewe basis te bevorder. Dit resulteer verder uit die diversiteite tussen organisatoriese groepe wat hierdie diversiteite ontdek deur hulle interafhanklikheid van en interaksie met mekaar.**

Die tweede deel van hoofstuk twee bespreek die veranderingsmodelle wat huidiglik gebruik word, asook die sisteme en groepsdinamiese benaderings tot verandering. Die eerste benadering tot organisatoriese verandering - die sisteembenadering - kan gesien word as die basis van hierdie studie. Ondernemings wat as sisteme funksioneer, funksioneer ooreenkomstig die beginsel dat 'n verandering in een deel van 'n sisteem verandering in ander dele van die sisteem sal veroorsaak en affekteer. Empiriese bevindings toon dat ondernemings inderwaarheid beskou word as funksionerende sisteme. 'n Sleutelbeginsel van hierdie model is dat verskillende sub-sisteme (organisatoriese groepe) in verskillende fases van ontwikkeling of aanvaarding van verandering sal wees; dus word diversiteit met betrekking tot verandering geskep.

Diversiteit beteken dat die groepe konflikterende standpunte sal hê ten opsigte van waaruit verandering moet bestaan en gevolglik sal weerstand voorkom tot enigiets wat van hierdie verwagting sal afwyk. Die sisteembenadering kan geïntegreer word met die groeps-dinamiese benadering wat dit stel dat gedragsverandering bereik kan word by wyse van groepsdruk wat op alle lede uitgeoefen word om ten opsigte van verandering te konformeer. Daar word voorgestel dat hierdie benadering groepsweerstand veroorsaak vanweë die feit dat hoe meer die groeplede konformeer met groepsbehoefte, hoe hoër word aspekte soos groepskohesie en -samesamewerking, wat ook die potensiaal verhoog waar die een groep hulleself as beter beskou as die ander groep; groepsweerstand bly in swang.

'n Verdere sleutelpunt en basis van die studie wat verkry is vanuit die analise van die groepsdinamiese benadering tot verandering, is die feit dat weerstand 'n element kan wees binne die onderneming wat gemanipuleer kan word, en dat dit nie slegs 'n mag is wat op alle ander organisatoriese elemente inwerk nie, wat ons dan laat glo dat dit moontlik is om 'n gebalanseerde vorm van groepsweerstand te skep, om daardeur weerstand die potensiaal te gee om gebruik te kan word om eerder verandering te skep as om dit te verhinder.

Daarbenewens word die intervensie-teorie model van verandering, aksienavorsing en beplande veranderingsmodelle ontleed, en daar word getoon dat elkeen die eienskap het om sleutel weerstandsveroorakende faktore binne ondernemings te wees wat as sisteme funksioneer. Verdere benaderinge ten opsigte van verandering wat kortliks bespreek word en wat getoon word potensiele groepsweerstandsfaktore te wees, is die konfigurasie leermodel, die gapings-analise model, die innoverende veranderingsmodel, die leierskaps-intervensiemodel, die NACA-model en die model van afnemende orde van eensydige mag.

## **ORGANISATORIESE SISTEEM EN GROEPSDINAMIESE PROSESSE**

Die volgende vraag was om die onderneming as 'n sisteem te ontleed, waarvan daar bevind is dat dit in die volgende elemente verdeel kan word:

- Die organisatoriese doel
- Die konteks
- Die lidmaatskap
- Prosesse
- Leierskap
- Struktuur
- Die groepsprosesse

Een element wat duidelik van hierdie geskei behoort te word, is groepsfunksionering. Om hierdie rede sal die bevindinge ten opsigte van die bogenoemde ander twee subhoofde bespreek word, synde die dinamiese groepsprosesse en die dinamiese sisteemprosesse. Daar word in die studie voorgestel dat hierdie elemente interafhanklik funksioneer, in die lig van die feit dat die onderneming as 'n sisteem funksioneer. 'n Model van hierdie funksies deur die navorser ontwikkel, word gegee. Daar moet verder daarop gelet word dat die groepsprosesse 'n eie dinamiese aard het, wat hulle invloed op die res van die elemente kompliseer. Om hierdie rede word hoofstuk drie gewy aan die dinamiese proses, waar groepsdinamika gedefinieer word as die wyse waarop groepslede teenoor mekaar optree.

Komplikasies van hierdie definisie word gegee, en wel dat groepe bestaan uit individue, maar ondernemings uit groepe bestaan. Daar kan dus gekonstateer word, dat prosesse binne 'n onderneming se groep intra-groep of inter-groep van aard kan wees. Verder kan die onderneming as 'n geheel funksioneer binne die eksterne milieu. Dit beteken dat individue wat in besondere konflik verkeer, teen 'n ander groep op kollektiewe basis kan ooreenkom, en dat groepe wat in konflik verkeer, teen 'n ander onderneming kan saamspan binne die eksterne milieu. Groepsprosesse bespreek, het betrekking op interaksie, kommunikasie, kohesie, wedywering, samewerking, norme en leierskap. Die sleutelpunt wat hier gestel word, is dat die inter-funksionering van hierdie groepe aanleiding gee tot die feit, dat omdat hulle diversiteite herken, laasgenoemde wat reeds bewys is, sleutelweerstandsveroorsakende faktore te wees.

Hierdie groepsdinamiese prosesse word dinamiese groeps-elemente genoem deur die navorser en hulle funksioneer binne die res van die elemente wat dinamiese sisteemelemente genoem word. Die dinamiese sisteemelemente word onder bogenoemde opskrif bespreek, met die uitsluiting van groepsprosesse. Elk hiervan word afsonderlik bespreek; daar word egter aangetoon dat almal interafhanklik is, dus sal 'n verandering in een gedeelte van 'n sisteem 'n verandering in die ander gedeeltes veroorsaak. 'n Sleutel aspek wat hier genoem



moet word, is dat, indien groepe dinamies is en interafhanklik met die ander elemente funksioneer, volgehoue verandering binne die groepe ook volgehoue veranderinge in die ander elemente sal meebring. Daar word verder getoon dat weerstand 'n organisatoriese element is, wat suggereer dat enige verandering - omdat alle elemente hierdeur geraak word - die definisie van weerstand in die onderneming sal affekteer. Hierdie aspek lei ons om die sleutelvrae van die studie te bewys. Vervolgens sal 'n opsomming nou gegee word.

- Daar is bewys dat groepsweerstand inherent is as gevolg van die aard van inter-afhanklikheid van organisatoriese groepe en hulle interaksie met verskeie ander organisatoriese elemente. Daar is bewys dat groepsweerstand een van daardie elemente is nie slegs 'n krag is wat op ander elemente inwerk nie, wat aan groepsweerstand 'n dinamiese aard verleen. Dit beteken dat groepsweerstand gemanipuleer kan word deur beplande veranderinge in ander elemente ten einde die verlangde weerstandsvlak te bereik. **Die uitwerking van groepsweerstand kan aangewend word om veranderinge aan te moedig eerder as om dit te verhinder.**

## **EMPIRIESE NAVORSING**

Hoofstuk vyf bevat empiriese navorsingsbevindings in gedetailleerde besprekings. Die doel van hierdie studie is om empiriese bewysplase te vind vir stelling wat in die studie gemaak word. Hierdie doel is bereik, en hierby ingesluit is die sleutelstellings wat voorgestel en bewys is deur middel van die afgehandelde empiriese studie:

- **Stelling een**

Ondernemings funksioneer as sisteme waar 'n verandering in die een deel van die sisteem alle ander dele van die sisteem in 'n mindere of 'n meerdere mate beïnvloed.

- **Stelling twee**

Die subsisteem wat die verandering binne die onderneming inisieer, sien die verandering as beheerbaar, terwyl die subsisteem wat deur verandering beïnvloed word, dit as 'n verandering beskou. Dit lei tot intergroep-weerstand.

- **Stelling drie**

Verskillende vlakke van aanpassing by veranderinge, kom voor binne organisatoriese subsisteme en dit lei tot intergroep-weerstand teen verandering.

- **Stelling vier**

Die organisatoriese dinamiese proses is inderwaarheid 'n inisieerder van verandering en aangesien verandering inherent weerstaan word, is dit 'n sleutelinisieerder van groepsweerstand.

- **Stelling vyf**

'n Weerstandsafname of -toename in een deel van die sisteem sal tot 'n toename of afname in 'n ander deel van die sisteem lei.

- **Stelling ses**

Weerstand is nie slegs 'n krag wat op alle organisatoriese elemente inwerk nie, maar kan self 'n element wees, waar dit moontlik is dat die organisatoriese elemente as 'n positiewe of 'n negatiewe krag op weerstand kan inwerk.

- **Stelling sewe**

Veranderinge wat in 'n onderneming sal voorkom, word verskillend gesien en aanvaar deur verskillende subgroepe. Dit is die gevolg van die dinamiese proses wat die groepe reguleer, asook die wyse waarop groepe die dinamiese organisatoriese proses reguleer. Weerstand resulteer gevolglik as gevolg van die dinamiese organisatoriese proses.

Daar kan tereg gesê word, dat al die bogenoemde stellings waar bewys is; sekere toekomstige navorsingsonderwerpe of stellings kom egter voor vanuit hierdie bevindings en word vervolgens kortliks genoem:

- Die invloed van gemiddelde ouderdom op groepsweerstand.
- Wanneer direk met weerstand gekonfronteer, neig ons om dit te vermy.
- Bestuurders sal nie daartoe in staat wees om weerstand te hanteer nie, juis as gevolg van die feit dat hulle onvermydelik geneig is om self weerstand te toon.

Uit die bogenoemde is dit duidelik dat ondernemings moet fokus nie slegs op die gevolge van verandering nie, maar ook op die gevolge van die dinamiese weerstandsproses veroorsaak deur die veranderingsproses. Dit is verder duidelik dat 'n verskillende benadering tot organisatoriese gedrag nodig is om die verlangde vlak van objektiwiteit benodig te verkry, ten einde dit te bereik. Die finale en sleutel-navorsingstema uit hierdie navorsing geïdentifiseer, is dus **die**

**organisasoriese ontwerp wat benodig word om die aanwending van weerstand te ondersteun as 'n proses wat gemanipuleer kan word.**

## **DIE NAVORSER SE VOORGESTELDE MODEL VAN ORGANISATORIESE VERANDERING**

Die navorser stel figuur 6.1 (kyk hoofstuk 6) as 'n model van verandering voor, waar verandering en weerstand interafhanklik gebruik word, met die gevolglike toelating vir die gebruik van weerstand tot verandering in die beplanning van die volgende stap in die veranderingsproses.

Die bogenoemde model is eenvoudig gestel; die navorser is egter van mening, dat om in staat daartoe te wees om voortdurend by verandering aan te pas, eenvoudig gestel behoort te word, aangesien die oomblik dat ons fases of stappe by ons veranderingsmodel voeg, ons in 'n paradigma vasgevang word, waardeur ons veranderingsvermoë afneem sodra enige reaksie anders as die voorgeskrewe stappe benodig word, omdat ons nie ruimte gelaat het vir buigbaarheid binne ons veranderingsaanpassing nie. Om dus die vermoë te ontwikkel om aan te pas by volgehoue verandering, verg dus slegs die volgende twee stappe:

- Reaksie tot enige veranderingstimulus
- Analise van die dinamiese proses wat veroorsaak word (waarvan weerstand onvermydelik is).

Die finale fase van die model is geleë in die feit dat ons weerstand tot verandering kan kontroleer of manipuleer van alle ander sisteem- en groepsproesse en dat ons die dinamiese organisatoriese prosesse kan beheer deur weerstand te gebruik.

Vir die bogenoemde om waar te wees, word die volgende voorstelle as riglyne aangebied vir die organisatoriese ontwerp wat nodig is om weerstand te gebruik

as 'n gebalanseerde element om verandering te bevorder eerder as om dit te verhinder. Daar moet op gelet word dat 'n kontinue ontleding van die positiewe en negatiewe eienskappe van die weerstand binne die onderneming voortdurend gemonitor moet word indien weerstand aangewend kan word as 'n aspek wat verandering bevorder. Die transformasie na hierdie toestand kan nie as 'n eenmalige projek uitgevoer of verwesenlik word nie.

## **SLEUTELVOORSTELLE VAN HIERDIE STUDIE**

Die navorser se sleutelvoorstelle is soos volg:

- Die doelwitte en oogmerke van die onderneming moet buigbaar wees ten einde te kan verander, sou die veranderingsproses enige gevolg meebring wat die huidige koers kan bederf te kan verander, sou die veranderingsproses enige gevolg meebring wat die huidige koers kan beïnvloed. Die voorstel bevraagteken die plek van langtermynbeplanning binne die onderneming en impliseer dat 'n buigbare organisatoriese struktuur geskep behoort te word waar informele besprekings eerder as die formele beplanning van take gevolg sal word. Ondernemings moet hulle lede toerus om te kan beplan, maar ook tog aan te pas om hierdie planne te verander soos wat die omstandighede mag verg.
- Die samestelling van die ledetal van die onderneming moet uiteenlopend wees. Hoe groter die diversiteit, hoe groter is die weerstand egter; hierdie weerstand kan egter aangewend word as 'n wyse van innovering en kan dit gestel word as 'n essensiële deel van die skepping van 'n kontinue veranderingsproses.
- Organisatoriese strukture behoort van so 'n aard te wees dat die status van die groep 'n minimale invloed sal hê op die vermoë om verandering af te dwing sonder om innoverende manipulasie deur ander betrokke organisatoriese groepe moontlik te maak. Dit sal die feit verminder dat een

groep minderwaardig teenoor 'n ander sal voel, wat dan sal uitloop op gesonde mededinging wat gebaseer is op die beste plan en nie op die sterkste groep nie.

- Bogenoemde suggereer die gedagte van nuwe vergoedingstrukture. Die moontlikheid, dat die een groep op dieselfde organisatoriese vlak wat volgens die vlak in die onderneming verdien en nie volgens professie nie, is 'n oorwegingspunt. Hierdie voorstel is ietwat waagsaam en soos wat daar vroeër beweer is, moet dit binne die huidige Suid-Afrikaanse mark getoets word. Die navorser besef dat daar sekere langtermynimplikasies binne die proses van die skepping van gelykheid van vergoeding sal wees, en dat die feit dat die skepping aanvanklike groepsweerstand buitengewoon hoog sal wees.
- 'n Finale voorstel is dat ondernemings die rol en funksies van die betrokke arbeidsverhoudinge beampte sal herdefinieer, sodat sy of haar funksie sal wees om voortdurend die huidige situasie te ontleed en te definieer met betrekking tot die verhouding tussen alle organisatoriese elemente, sodat volgehoue stappe tot die handhawing van 'n dinamiese ekwilibrium van die funksionering van hierdie elemente daargestel kan word.

Die presiese vaardighede en vereistes ten opsigte van hierdie persoon moet duidelik ontleed word en word dit voorgestel as 'n navorsingstema wat opgevolg en voortgesit kan word. Hierdie voorstel omvat veelvoudige aspekte:

- ◆ Die eerste aspek is dat die bogenoemde suggereer dat groepe en die kontrole van die dinamiek daarvan sentraal staan in die skepping van gesonde arbeidsverhoudinge.

Die veld van arbeidsverhoudinge word 'n dinamiese veld as gevolg van die dinamiese aard van die elemente waarmee daar gehandel moet word.

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