An Investigation of the Middle Managers’ Attitude towards Organizational Change: A Case of the Automotive Industry.

Mini- Dissertation

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Harunavamwe Martha

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SUPERVISOR: C. MURUGAN
DECLARATION

I, MARTHA HARUNAVAMWE, Student number 200509170, do hereby declare that the dissertation “AN INVESTIGATION OF THE MIDDLE MANAGERS’ ATTITUDE TOWARDS ORGANIZATIONAL CHANGE: A CASE OF THE AUTOMOTIVE INDUSTRY” is entirely my original work, with exception of such quotations and references which have been attributed to their original authors. It is being submitted in partial fulfillment of the requirements of completing Masters Degree in Industrial Psychology at the University of Fort Hare. This work in its fullness or part of it has not been submitted at any university for a degree.

__________________________
Signature

_____/_____/ 2010
Date
DEDICATION

I dedicate this work to:

My parents Mrs Olivia Mujera and Mr, Peter Clever Harunavamwe and the rest of the family for their everlasting support and care.


My family, Yevai, Taonga, Vee, Apo, Tadiwanashe and Panashe.
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Firstly I would like to thank God the Creator Jehovah for guiding me, giving me wisdom and protecting me throughout the whole process and for giving me extra strength, without His mercy and protection I could not have done anything.

Secondly, I would like to send my sincere gratitude to the following individuals, for without their encouragement, patience and support, this research would not have been a success.

My supervisor, Mr. C Murugan for exercising a lot of patience with me from the time I started the work until I finished. I would like to extent my gratitude to him for further inspiring me as a researcher.

Above all, my family members all my three sisters and brother who encouraged me in every respect, not forgetting my dear parents Mr. and Mrs. Harunavamwe for believing in my success also my uncle and aunt Chikumbus and all my friends for pushing me to perfection.
ABSTRACT

The present study investigated the attitudes of middle managers towards organisational change within the automotive industry in South Africa. As a result of global recession, the automotive industry has been going through a series of changes but at a very slower pace. An empirical investigation was undertaken using a sample of seventy two (72) middle managers drawn using the cluster sampling technique. An organisational change attitude questionnaire adjusted to suit the automotive industry environment was employed to collect data. The findings of the study indicated that middle managers have positive attitudes towards technological change (59%), Innovative Change (84%) and Total Quality Management (65%). However, middle managers indicated that they have negative attitudes towards re-organisation. There was moderate significant relationship between factors influencing attitudes (administration, participation, communication and the threats and benefits) and the attitudes portrayed. Factors such as administration of the change process, threats and benefits of the outcomes as well as opportunity for personal growth were found to be highly influential to middle managers attitudes towards change. In all cases, demographic variables such as gender, age and experience played a significant role in the views of middle managers towards organisational change.

Key words: Attitudes, organisational change, middle managers, factors influencing attitudes and automotive industry.
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CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

Organisations are in a turbulent state where as a result of changes in the markets, competition, globalisation, widespread technological advancement leading to faster, flexible and cheaper ways of doing work, which leaves the future of employees in a very uncertain state. No company today is in a particularly stable environment; even the traditionally stable industries such as energy and utilities have witnessed and will continue to experience turbulent change (Robbins & Judge 2009). Change or die is the rallying cry among today’s managers worldwide. According to Demerouti (2000) change is evident everywhere from the simplest everyday changes to the most difficult situations relating to reorganization, downsizing, innovation and improvement of product quality. Specifically looking at the economic crisis faced by the automotive industry change need to be immediate and fast (McShane & Von Glinow, 2008). Nair (2009), highlighted that, within the automotive industry, there is increased global competition, outsourcing, and fast changing new technologies resulting in massive confusion and challenges for those involved in such a volatile environment.

As much as organizations are realizing the dire need for change, individuals involved in working together to implement change are one of the major challenges faced by change agents in trying to implement any type of change. In the research done by Dennis and Erwin (2010) only 38% of the subjects studied thought change initiatives were successful and only 30% thought change contributed to the sustained improvement of
their organizations. Prochaska (2001) supported by Bovey and Hede (2001) argued that, resistance to change is the number one reason for failures of organizational change initiatives and it is a common problem.

However, Armenakis and Bedeian (1999) drew attention to the individual reactions and response to organizational change as being crucial. In support to this, Vakola and Nikolaou (2005) noted that, rather than directly correcting incidents of passive non-compliance, change agents need to understand why employees are not changing their behavior in the desired ways. According to Schabracq and Cooper (2000), in the process of change employees are worried that change will take away their power and status and they argue that change is associated with tiresome processes of breaking old habits and learning new skills, hence they are generally not interested in the change.

McShane and Von Glinow (2008) noted that, various surveys indicate that more than 40% of executives identify low-level managers’ resistance as the most important barrier to corporate restructuring or improved performance. The major question facing the top managers today is whether this resistance is a symptom of a deeper problem in the change process, or it is a result of negative attitude towards change itself. Giangreco and Peccei (2005) pointed out that as much as change is inevitable; it leads to a state of chaos, low job security, additional workloads and guilt for the management team responsible for implementing the changes. This may result in consistent and strong negative attitudes towards change caused by fear, cynicism and ambiguity. Beer and Nohria (2000) indicated that, some forms of change leads to emotional exhaustion
among managers resulting in their failure to give as much support and care to clients as planned. This is consistent with a recent survey in which most employees admitted that they do not follow through with organizational changes because they like to keep things the way they are or the changes seem to be too complicated, time-wasting, and takes away their autonomy (Giangreco & Peccei, 2005). However, does the same apply to middle managers who are given the authority to manage the processes of change?

1.1.1 Automotive industry

McShane and VonGlinow (2008) noted that, the automotive industry in South Africa is on the brink of bankruptcy, experiencing problems relating to high debt and plummeting market share. There is tangible evidence of an urgent need for change and without such change the sector will continue its downward spiral. There is need to act quickly yet minimize the inevitable resistance that arises when change is brought into the organization (Armstrong 2007). Efforts should be invested to ensure that the change to be embarked on will not backfire and undermine morale and productivity through employee stress and resistance (Automotive Industry Report 2008).

Moreover, Nair (2009) noted that, the automotive industry is undergoing significant change owing to the global financial crisis and it is without doubt going through one of its toughest times ever. The Motor Industry Development Program (MIDP) noted that South Africa’s manufacturing sector of local component suppliers is under continuous pressure to improve their performance or lose business to competitors in other emerging economies (Automotive Industry Report 2008). The only solution to this
problem was seen as the implementation of different organizational change intervention programmes in which the middle managers were identified as overseers of the whole process (Nair 2009). Some of these envisaged future enhancements include E-invoicing, Supplier performance measurement tools, goods importation management and a completely redesigned user interface for the myXchange portal (Nair 2009). The Auto Industry Development Centre’s (AIDC) recent survey on change progress however indicated that the transformation aimed at growth and development has failed to yield outcomes above standard set. Revenues have dropped, sales have dwindled and short-term future predictions on production volumes are very low, the industry is on its knees (Automotive Industry Report 2008). It has therefore become questionable whether middle managers have anything to do with the delay and widespread resistance since they are leading the change programs (Dennis & Erwin, 2010).

1.2 Problem statement

The automotive industry is experiencing a state of continuous change in order to remain competitive; these ongoing and seemingly endless efforts put much strain not only on organizations but also on individuals resulting in them experiencing uncertainty, insecurity and exhaustion. Previous research indicates that 70 percent of change initiatives fail with the main reason being resistance to change, closely linked to negative attitudes towards change among employees (Beer & Nohria, 2000). Therefore, while there is need for change on one side of the coin, there are potential threats to successful change on the other side. When both sides of the coin are considered, the importance of managers in the change process becomes more apparent. Much
research has focused on employees in general with little or no attention given to mid-level managers especially in the automotive industry where they are crucial change agents. If organisational change is inevitable for the automotive industry today and to ensure that the industry move in a positive direction, managers' attitudes towards organisational change need to be thoroughly understood and potential impediments to change be identified. Therefore, the study seeks to investigate middle managers attitudes towards organizational change in the automotive Industry.

1.3 Objectives of the study

1. To determine the attitudes of middle managers towards organizational change
2. To establish whether middle managers are effective instruments to facilitate change in the automotive industry.
3. To explore the factors influencing attitudes of middle managers towards organizational change.

1.4 Hypotheses

1. Middle managers have negative attitudes towards Organisational Change
2. Middle managers are not effective instruments to facilitate change in the automotive industry.
3. There are different factors influencing middle managers attitude towards organisational change.
1.5 Significance of the study

This study will identify potential impediments to change and establish ways of fostering positive attitudes towards organisational change initiatives. This study will act as a significant empirical form of reference for change agents who are planning new organizational changes. While the results may not be generalised, outside automotive industry, they may shed some light on change in organisations with volatile markets and competition on whether middle managers are the best tools for facilitating change in the organizations. Since much research has focused on change processes and benefits to change, this study takes a stance on emphasising the importance of the human factor in organisational change process and identifying factors that affect employee attitudes. Finally, this study will expand the available literature on change management as well as generate ways of developing positive attitudes for the success of change programmes.

1.6 Definition of key Concepts

*Organisational change*- It is transformational process where a company moves from the known to the unknown (Werner, 2007).

*Middle managers*- Refers to managers who head specific departments or serve as project managers responsible for implementing the company policies and plans. (Cummings & Worley, 2005)

*Attitudes*- certain regularities of an individual's feelings, thoughts and predispositions to act toward some aspect of his environment. They reflect a person's tendency to feel,
think or behave in a positive or negative manner towards an object. (Arnold, Cooper, & Robertson, 1995).

*Automotive Industry*- An industry that designs, develops, manufactures, markets, and sells the world's motor vehicles (Nair, 2009).

1.7 Theoretical Frame work

This study is supported by Lewin (1951) Force Field Model and the Job- Demand-Resource (J-D-R) model. According to Lewin (1951) an issue, in this case organizational change is held in balance by the interaction of two opposing sets of forces, those seeking to promote change (driving forces) and those attempting to maintain the status quo (restraining forces). Organisations are viewed as systems in which the present situation is not a static pattern, but a dynamic balance (equilibrium) of forces working in opposite directions. In order for any change to occur, the driving forces must exceed the restraining forces, thus shifting the equilibrium (dynamic balance). The Force Field is a model built on the idea that forces such as persons, habits, customs, and attitudes both drive and restrain change.
Figure 1: Force Field Model (Organisational Change process)

Driving Forces

- Customers want new products
- Need for improved speed of production
- Raise volumes output
- Control rising maintenance costs

Restraining Forces

- Loss of staff overtime
- Staff frightened of new technology
- Environmental impacts of new technology
- Cost
- Disruption

Diagram by McShane and VonGlinow (2008).

The model indicates tug-of-war between forces around a given issue. Driving forces are listed in the left column, and restraining forces in the right column. Arrows are drawn towards the middle. Longer arrows indicate stronger forces. The theorist emphasized the importance of identifying opponents and allies of organizational change, in this case the research seeks to identify whether middle managers are opponents or allies. Attitudes both drive and restrain change; therefore if middle managers have positive attitudes towards organisational change they drive change but if they have negative attitudes they restrain change. Bakker and Geurts (2004) indicated that, the JD-R model can also be used to conceptualize the work environment and to explain
unfavorable evaluations of organizational change by employees. That is, if the work conditions remain in a constant uncertain environment, conceived as individual job demands and resources that can be viewed as a possible determinant of negative attitudes toward organisational change.

The J-D-R model also points to the fact that, if employees are given the platform to exercise their potential and are highly involved in the change process, it is possible that high job demands associated with positive feelings of accomplishment will develop. In contrast, Luecke and Ralph (2003) indicated that it is probably more realistic to assume that high job demands in terms of high work pressure, unfavorable physical environment, and emotionally demanding interactions with clients deplete one’s energy reservoir as a result of work overload and ambiguity. When job demands are continuously greater than the supporting power of employees, the resulting energy depletion may undermine efforts to actively participate in change initiatives, and it becomes more likely that managers will develop negative attitudes toward change initiatives since it brings more responsibilities (Bakker & Geurts, 2004).

1.8 Delimitation of the Study

This study sought to investigate the attitudes of middle managers towards organisational change with special consideration of the automotive industry which is currently going through a series of changes as result of global recession.
1.8.1 Size of the Organization

This study focused on a number of automotive industries within the Eastern Cape Province specifically East London with a workers’ population of approximately 170. The sampling frame was composed of all middle managers from the selected industries.

1.8.2 Type of the Organization

This study was concerned with middle managers in the automotive industry therefore focus is on five selected automotive industries dealing with developing, manufacturing, marketing, and selling the world's motor vehicles including Nissan, Toyota and Mercedes benz and King Motor Engineering.

1.8.3 Geographical demarcation

The study was carried out in East London and King Williams Town in the Eastern Cape Province. The five selected automotive industries are located in the industrial areas of the above mentioned towns.

1.8.4 Units of analysis

The units of analysis were middle managers who head specific departments or business units responsible for implementing the company policies and plans. These include team leaders, department supervisors as well as project managers.
1.9 Concluding Remarks

In conclusion, this chapter serves as an introduction to the scientific study. Aspects such as background of the study, problem statement and the objectives were outlined and key concepts have been defined. In addition, the hypothesis has been formulated. A description of the size and type of the organization as well as the geographical location where the study was carried out has also been highlighted. Finally a guiding theory and definition of important concepts are clearly stated. This therefore point to the next chapter which will be a review of related literature.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will focus on reviewing related literature pertaining to organisational change and how middle managers perceive it. An in-depth explanation of the variables under study which are organisational change and attitudes of the middle managers as well as factors influencing the attitude will be addressed. Each variable will be discussed separately before the relationship between the two variables of organisational change and middle managers attitudes is critically analyzed using previous related studies with special reference to the automotive industry.

2.2 Organisational Change

According to Werner (2007), organisational change refers to a transformational process where a company moves from the known to the unknown. A number of factors, in the modern business scenario, have necessitated this transformational process. Mcshane & VonGlinow, (2008) noted such factors including globalization, technological change, and increasing government regulations. Organisations aim to increase responsiveness to clients, as well as productivity and efficiency through employee involvement and participation, they also aim to develop flexible organisational and management strategies that will enable the organisation to anticipate and adapt to environmental changes and finally to survive. According to Wagar (2000), organisations are adopting flatter, more agile structures and more empowering, team-oriented cultures to be competitive. Beer and Nohria (2000) indicated that, organizations must change not only
to survive, but also to retain its relevance in a world of intense competition, constant scientific progress, and rapid communication.

However, despite the fact that change is necessary, Godki (2010) noted that organizations are apathetic toward change and fight change. Even when knowledge is explicitly available to organizational members it remains embedded in social structures and difficult to move. Stopford (2003) indicated that, what makes change difficult to achieve are the dysfunctional mental models and modes of behavior contained in organizational memory that require unlearning if change is to occur. Despite how much change is needed by the organisations, shockingly Eaton (2010) indicated that common statistics shows that 75 percent of change programs fail and it is highly questionable why change initiatives fail at such high rates. However, Gleicher (1999) as quoted by Giangreco and Peccei (2005) provides a formula easy to follow structure for determining whether an improvement program will be successful and if organisations could check on the aspects in the formula that can assist with the answers on why most of the change initiatives fail. The formula is provided below:

$\Delta =$ probability of change success.

$D =$ dissatisfaction with the current state among the team.

$V =$ clarity of the vision of what the organization is trying to achieve and what it means to individuals.

$F =$ clarity of what the first steps will be.
\[ R = \text{the level of resistance to the change.} \]

It should also be noted that above all, in order for change to bring a benefit and advance an organization to a higher level of service and operation, employees must be willing to change as well through the inspiration of effective leadership which facilitates proper change management (Werner, 2007).

Moreover, Piderit (2001) highlighted that, success of organisational change depends on certain attitudes of members of the organisation towards change, the way in which they understand its role, the way in which they participate in the building and the implementation of the strategy of change. In addition to this, Vakola and Nikolaou (2005), indicated that, the attitude towards change is connected to the mentality of work in which work is perceived in a positive way, as a condition of personal existence. It is expected that understanding what factors are significant predictors of negative or positive attitudes will assist top management and change agents to eliminate potential resistance to organisational change and provide useful information to practitioners in the process of innovation and change (Wood, 1998). However, due to change, as status differences erode, some employees will come to expect involvement in decisions about organisational change. Successful organisational adaptation and change is increasingly reliant on generating employee support and enthusiasm hence it is important to understand how these employees perceive change programmes especially the team leaders and middle managers (Schalkwyk, 1998).
Robbins and Judge (2009) emphasized the importance of middle and junior managers on the day-to-day commitment of their teams to improvement and change activities. If front-line managers are giving out messages that contradict the corporate message or are not seen to be committed to the process, the teams they lead will consequently become negative and this will account to the failure of the change programs. Therefore while there is a high need for change on one side of the coin, there are potential threats to successful change on the other side (Werner, 2007). When both sides of the coin are considered, the importance of managers in the change process becomes more apparent.

2.3 Manifestation of Organisational Change in Automotive Industry

According to Larwood (1995), the study of organisational change is one area of investigation in which cognition research has been interested, among such areas as decision making and environmental sense making. The intersect of researching how change phenomena are construed and managed, with how they are measured is a crucial issue in our quest for understanding how managers reason and behave in changing work conditions. Polley (1997) indicated that, this issue has become even more critical with the continuing dramatic transformations work organisations have been experiencing as a result of structural, process and technological changes and advances. The extent to which machines replace human energy, dexterity, diligence, judgment and evaluation of the manufacturing process is of great importance. Managers participate in the planning and execution of such change efforts, and they also react to them in various modes, thus affecting the strategy, progress and viability of their
organisations depending on how the change manifests itself in the organisation (Wood 1998). The following are some of the ways change can manifest in organisations.

2.3.1 Unplanned versus Planned Change

According to Cummings and Worley (1997), unplanned change usually occurs because of a major sudden surprise to the organisation which causes its members to respond in a highly reactive and disorganized fashion. This type of change occurs when a significant figure suddenly leaves the organisation resulting in public relations problems, poor product performance, loss of customers, and other disruptive situations. Unplanned change has high potential of ambiguity and uncertainty for those involved especially the managers. On the other hand, planned change occurs when leaders in the organisation recognize the need for a major change and proactively organize a plan to accomplish the change (Schalkwyk, 1998). Planned change occurs with successful implementation of a strategic plan for reorganization, or other implementation of a change of this magnitude. Isabela (1990) as sited by Piderit (2000) noted that, planned change, even though based on a proactive and well done-plan, often does not occur in a highly organized fashion. Instead, planned change tends to occur in more of a chaotic and disruptive fashion than expected by participants hence it might also negatively impact on the employees and managers involved.

2.3.2 Developmental change

According to Mcshane and VonGlinow (2008), most of the changes within the automotive industry has focused on developmental change such as improving performance in a small skill, method, performance standard or condition that for some
reason does not measure up to current or future needs. The key focus is to strengthen or correct what already exists in the organisation, thus ensuring improved performance. The process of development keeps people vibrant, growing and stretching through the challenge of attaining new performance levels by focusing on continuous improvement initiatives. Usually when this type of change occurs, no major business processes are introduced or replaced (Werner, 2007). The culture, values and mindset of the organisation remain unchanged in this respect. Such type of change brings with it very limited stress and frustrations.

2.3.3 Transformational and Transitional Change

Nair (2009) pointed out that, the automotive industry also embarks on transitional change which involves moving from a current way of operating to a new way of operating like a reorganization or creation of new services or products. It may require the dismantling of a current way of operating and replacing it with another. Rather than simply improve what is there, transitional change begins when leaders recognize that a problem exists or that an opportunity is not being pursued and that something in the existing operation needs to change or be created to better serve current and future demands. Robbins and Odendaal (2005), indicated that, transitional change requires the dismantling of the old state and creation of a clearly designed new state usually achieved over a certain period of time, called the transition state.

On the other hand, transformational change is the radical shift from one state of being to another, so significant that it requires a shift of culture, behavior and mindset to implement successful and sustain overtime (Werner, 2007). Transformational demands
refers to a shift in human awareness that completely alters the way the organisation and its people see the world, their customers, their work and themselves (Piderit, 2001). In light of the definition, transformational change is highly a potential cause of stress and strain among employees and managers. Therefore, if the automotive industry is going through transformational change, there is a possibility that managers may have negative attitudes towards such change making change difficult to achieve.

2.4 Common forms of Change within the Automotive Industry

There are dramatic transformations experienced as a result of structural, process and technological changes and advances within the automotive industry (Taylor & Cooper, 2000). Harvey and Brown (1999) as quoted by Werner (2007), distinguished between three broad approaches to change intervention programs namely structural, technical and behavioral. For the sake of this study, special attention will be given to organisational change in terms of innovative change, technological change, reorganization/ restructuring as well as Total Quality Management. These all fall under both remedial and developmental changes (Mcshane & VonGlinow, 2008). The automotive Industry has recognized current remedial issues and has established a developmental vision to address the issues.

In addition to that, Mcshane and VonGlinow (2008), indicated that, most organisational change within the automotive industry has focused on developmental change with the key focus being on strengthening or correcting what already exists in the organization, to ensure improved performance. However, when considering change, managers and
employees are of great importance and in order to understand their attitudes it is important to consider the type of change underway (Werner, 2007).

2.4.1 Organisational Restructuring (Re-organisation)

Organisational restructuring as a means of change has become a popular concept for organisations in recent years. Many organisations are currently engaged in change initiatives though their experiences are mixed. Organisational restructuring seem to have become a way of life and a feature of many organisations in the industrial world (Ryan & Macky, 1998). The impetus behind restructuring efforts appears to be a desire to reduce organisational costs and increase productivity and overall competitiveness (Cascio, 1998). According to Wood (1998), corporate restructuring is a broad concept; however, it is defined as a major change in the composition of a firm’s assets combined with a major change in its corporate strategy. Regardless of the fact that many organisations view restructuring as a preferred way to increase organisational productivity and competitiveness, Ryan and Macky (1998), argue that, cutting costs as a principal means of increasing a company’s effectiveness, efficiency, productivity and overall competitiveness may not turn out to be a panacea.

The literature on restructuring portrays an overwhelming negative picture of restructuring. As Casio (1998), states, although restructuring initiatives intend to produce positive results they often do more harm than good to the organisation and its workforce. As organisations restructure, the survivors must redouble their efforts in order to accomplish the remaining tasks hence they are left to carry their own workloads as well as the loads of their departed colleagues. In some circumstances, specialist
skills may have “walked out of the door” and tasks that used to be completed quickly may now take much longer as survivors are left to discover how they should be accomplished. In addition, the new job responsibilities may incorporate tasks, technologies and skill requirements that the surviving employees do not currently possess (Lewin & Johnston, 2000). Such organisations may find that they must heavily rely much on third-party specialists to provide a variety of products and services that were traditionally provided in-house.

In a more comparable argument, Lewin and Johnson (2000) showed that emotionally, restructuring affects the whole organisation and it is equivalent to a divorce in a family which causes unhappiness, fighting and insecurity. The survivors of the whole restructuring process experience a vast amount of guilt and often wonder why they were privileged enough to keep their jobs and when they may lose them. In accordance, Ryan and Macky (1998) add that many companies do not handle the restructuring process sensitively or with compassion, and the instability and ineffectiveness caused can more often than not create undue turmoil. This may be as a result of management not having been given correct training or support and therefore not being able to deal with the situation. As much as the external world is giving pressure to the automotive industry to restructure, such change also has detrimental effects. It is important, therefore, to consider what middle managers feel about such type of change.

2.4.2 Innovative Change

According to Wood (1998), organisational innovation has been consistently defined as the adoption of an idea or behavior that is new to the organisation. The innovation can
either be a new product, a new service, a new technology or a new administrative practice. It takes into account the differential implementation of radical innovations, most typically advanced manufacturing technologies and new ways of doing work. Piderrit (2001), indicated that, the examination of radical innovations in the components of assembled products such as cars and trains has not been widely researched. By and large, the organisational innovation literature has focused on simple products or services rather than the assembled variety. However, some of the most interesting radical innovations are occurring in the components of assembled products. The example of cars given by MacShane and Von Glinow (2008), indicated that, there have been changes in air bags, anti-lock disk brakes, geographical positioning systems, fuel efficient engines all this require adequate investigation on how those involved perceive the improvements. Therefore a close investigation of middle managers attitudes towards innovative change is crucial and worth doing.

2.4.3 Technological Change

Technological change is also one of the common changes that occur within the automotive industry which has had a huge impact on employees and management. Kent and Williams (2001) noted that, technology has become an ever increasing presence in the workplace and it is one of the major topics within the business world. More and more organizations large and small are trying to incorporate the latest technology in their operations and the automotive industry is not an exception. Campbell (2000) defines technology as tools and machines that are used to solve real world problems that pose a threat to organizations. In the study by Kent and Williams,
results indicated that organizations have become much more complex, yet many organizations continue to struggle in technological arena. Change in terms of technology is also forcing managers to face various internal challenges ranging from how to secure and protect employee information transmitted electronically (Campbell, 2000). Technology can be of tremendous help to the organization but it can also present huge challenges including job dissatisfaction resulting in employees failing to operate the new machines. Therefore, as much as technology has positive impacts on production it is important to investigate how employees and managers perceive change in terms of technology.

### 2.4.4 Total Quality Management

Total Quality Management (TQM) is one of the forms of change occurring within the automotive industry. According to Duffin (1995) as quoted by Giangreco and Peccei (2005), TQM imply such issues as leadership, zero defects, continuous improvement, mistake-prevention, process and team work. It emphasizes that each step of the production process is seen as a relationship between a customer and a supplier (whether internal or external to the organisation). Suppliers have to meet customers’ agreed requirements, formal and informal, at lowest cost, first time every time. Schalkwyk (1998), suggest that the main purpose of TQM is to continually improve organizational processes, resulting in high quality products or services. It is a corporate-wide process and has to involve all levels of employees. In short, TQM is best suited to helping with the design of organisational processes so that quality products or services can be provided.
TQM also focuses on cultural change, concerning the commitment of employees to the idea of quality and teamwork, which is seen as difficult to achieve (Schalkwyk, 1998). Possible features of incompatible cultures may include value and norms oriented towards short-term production and quick fixes, discrete activities and pursuing departmental goals, and fundamentally the traditional individualism-based organizational culture. If these are not addressed properly, fragmentation and the improvement of one process at the expense of another is a likely outcome. Such can have detrimental effects on the performance and confidence of the managers’ responsible (Werner, 2007). Therefore it is crucial to investigate what managers feel about Total Quality Management.

2.5 Effects of Change on employees

Having highlighted the different forms of change common in the automotive industry, it is important to explain the effects of such change on employees and managers involved. Change does not occur in a vacuum. Whenever it occurs, there are detrimental effects that it can cause to the organisation at large or to individual members involved (Taylor & Cooper 1998, as quoted by Werner, 2007). These effects can be both positive and negative and they determine future attitudes of employees towards change. Receptivity, resistance, commitment, cynicism which inhibits success, stress, and related personal reactions are clearly relevant criterion variables to be considered in the framework of planning and implementing an organizational change. Studies examined individuals’ reactions to the announcements of change and reported that their concerns and perceptions of both the personal and organizational implications
and outcomes of the change guide their reactions to the change (Giangreco and Peccei, 2005). In addition to that, Chreim (2006) found that individuals’ reactions were also influenced by whether or not they believe they had the skills and competencies to be effective in their new roles.

In support of this, Mcshane and Von Glinow (2008) proposed that, there are major direct costs caused by change to employees including change threats to autonomy, job security and career opportunities. It should be noted that, employees can go to the extent of trying to prove a point that change was a poor decision and if their efforts fail to prove that, they go through emotional stress (Chreim, 2006). However, according to Werner (2007), organizational change, for some individuals, can pose threat, for others challenge and opportunity. Elrod and Tippett (2002) found out that, given the same organizational stressors, certain individuals fall victim to stress and ill-health, whereas others remain healthy. It is suggested that organizational change management should be within the framework of communication, control and counseling. Some of the major negative effects of organisational change include insecurity, economic factors, fear of the unknown, ambiguity, role conflict, work overload, decrease in morale and increased turnover intentions (Cartwright & Cooper, 2002).

2.5.1 Middle Managers and organisational change

Many studies suggested that organisational change efforts can be very stressful experience for individuals (Elrod & Tippett, 2002). Emotions and responses to change can be so intensive that the literature in organisational change has compared them with individual responses to traumatic changes such as death and grief. Research indicates
that, there are many emotional states that a person can experience during change processes, which are equilibrium, denial, anger, bargaining, chaos, depression, resignation, openness, readiness and re-emergence and these emotional states are similar to those experienced in grief (Vakola & Nikolaou 2005).

According to Mcshane and Von Glinow (2008), stress refers to a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important. Vakola and Nikolaou (2005) noted that stress is one of the major implicit effect of change and result in loss of loyalty to the organization, loss of motivation to work, increased errors and mistakes, increased absenteeism due to sickness. All these consequences affect managers when they try to maintain change within the organization. It becomes difficult for employees and managers to understand, reconcile, or perform various roles in the changing workplace.

Mcshane and Von Glinow (2008), in trying to address the subject of stress, introduced the idea of role conflict, role ambiguity and work overload for managers as a result of change. Role conflict refers to the degree of incongruity or incompatibility of expectations associated with a person’s role. Some people experience stress when they have two roles that conflict with each other. Role conflict also occurs when an employee’s personal values, are incompatible with organisational values. When there is organisational change, Piderit (2000), indicated that, middle managers experience these various emotional stresses and this affects their attitudes towards organisational change. In relation to this, previous studies by Bovey and Hede (2001) indicated that if
majority of the employees are stressed during change process results may be detrimental losses to the organization hence change is regarded as a risk of personal loss. In contrasts to that, Alreck and Settle (2004), noted that stress can actually give pressure to employees to change the way they do things thus stress can possibly have a positive influence on change.

Organisational change leads to lack of clarity and predictability of the outcomes of a person’s behavior (Beer & Nohria 2000). It produces unclear role perceptions, which directly affect job performance especially for the middle managers (Robbins & Odendaal 2005). More specifically, perceived increased pressure coming from change implementation among state government employees was associated with increased stress, and associated with low job satisfaction, low commitment and increased intentions to quit (Bovey & Hede, 2001). All these responses to change which are directly related, and constitute resistance to change are normal and determine the success and failure of change initiatives.

2.6 Attitudes towards Organisational Change

According to Stephen and Robbins (2009), attitudes refer to certain regularities of an individual's feelings, thoughts and predispositions to act towards some aspect of his environment. Arnold et al., (1995), indicated that attitudes reflect a person's tendency to feel, think or behave in a positive or negative manner towards the object of the attitude. Mcshane and Von Glinow (2008), gave another dimension of attitude toward change indicated that, it generally consists of a person's cognitions about change, affective
reactions to change, and behavioral tendency toward change. Researchers have therefore, identified various employees’ responses to an organizational change ranging from strong positive attitudes (for example, this change is essential for the organization to succeed) to strong negative attitudes (for example, this change could ruin the company) (Piderit, 2000). Therefore, change can be received with excitement and happiness or anger and fear while employees’ response to it may range from positive intentions to support the change to negative intentions to oppose it (Robbins & Odendaal, 2005).

Moreover, Werner (2007) noted that attitudes shape people’s feelings and perceptions, as well as their behavior concerning change. Attitudes help people to understand the new face of the environment, to assimilate each new item into a set of beliefs that transmit value and guide behavior. In times of change, if the members of the organization embrace the change or believe it will bring benefits, they will probably adapt rapidly to the new system of work. In contrast, negative attitudes towards change may have the opposite effect, decreasing the probability of adaptation to the proposed changes. Eby (1999) as quoted by Piderit (2000) added that positive attitudes to change were found to be vital in achieving organizational goals and in succeeding in change programmes. Piderit (2000) noted that, although change management literature has provided practice, frameworks and methodologies to understand and manage change, the results are quite disappointing. The brutal fact, as Beer and Nohria (2000), described it, is that 70 per cent of all change initiatives fail. The number one
The reason why organisation change initiatives fail is resistance to change which is closely linked with the development of negative attitudes to change.

In this study, attitudes towards organisational change is defined as the beliefs and feelings of a manager about organisational change and their likelihood to take action based on these beliefs and feelings (Alreck & Settle, 2004). These beliefs, feelings and behaviors can be understood through the following aspects:

- **Receptivity to change**: The willingness of a manager to receive new change ideas in the organisation and his beliefs in the effectiveness of change programs. (Arnold et al., 1995)
- **Readiness for change**: A collection of thoughts and intentions towards a change effort (Bernerth, 2004). These thoughts and intentions include an individual's perceptions of the need for change in the organisation, the appropriateness of the changes for the organization’s objectiveness and the perception of management and principal support.
- **Commitment to organisation**: The psychological attachment of Managers to their organisation.
- **Trust in management**: The willingness of the middle managers to be vulnerable to the actions of competent authorities. (Bernerth, 2004).
- **Communication of organisational change**: The extent to which a manager receives necessary information about organisational changes in the agency.
- **Training for the organisational Change**: The extent to which the managers feel he receives necessary training about organisational changes.
• Socio-demographic characteristics: gender, age, rank, level of education and work experience (Polley, 1997).

It is important to note that, organisational change emphasis is now shifted from the process to the importance of human factor in the organisational change process. In utter concurrence, Alreck and Settle (2004), points out that, change is inevitable for organisations and no change program can be achieved without the support and acceptance of organisation members. According to Rabelo and Torres (2005) attitudes towards change is one of the sources of resistance at the individual level. Diamond (1986), as quoted by Vakola and Nikolaou (2005), argues that, resistance is ignited when attitudes are negative, or when competences and security are threatened. Individual attitudes serve as the link between a person’s feelings and perceptions regarding a change or novel object and the behavior displayed toward that change or object. Negative attitudes towards change should have the opposite effect, decreasing the likelihood that the new social structure will be adapted as prescribed hence a crucial area of investigation (Berneth, 2004).

Organisations invest lots of efforts to stimulate change, empower employees, and introduce work teams directed at responding to change in the environment. Moreover, Werner (2007), points to the fact that, attitudes help people make sense of new facets of their environment, linking each new item into a belief set that transmits value and drives behavior. This view of attitudes suggests that in times of change, if members of the organisation embrace the change or believe the change will benefit them, they may
quickly adapt to new working systems in line with management’s dictate (Beer & Nohria, 2000).

Herold (2007), draw attention to the importance of management reaction to organizational change including, being committed to change, acting in alignment with change, the intentions to support it, and the willingness to work on behalf of its successful implementation. When trying to understand how a particular group of individuals’ perceive change, it is important to consider their evaluations of the change process. Favourable evaluations of change are an important condition leading to higher acceptance of change resulting in valuable outcomes in organizations. Lau and Woodman (1995), claim that, individuals’ general cognitive schemes are mediators of attitudes to generic and specific changes.

Moreover, attitudes function as predictors of subsequent behavior with regard to participation in the process of change. Therefore, whenever change occur attitudes towards such change should be taken into consideration because it predicts success and failure of the programme (Chreim, 2006). In addition to that, Eby (2000) indicated that, positive attitudes to change were found to be vital in achieving organizational goals and in succeeding in change programmes. Therefore repetitive studies on attitudes towards organisational change are crucial for informational expansion (Bovey & Hede, 2001).
2.7 Factors Influencing Attitudes towards Organisational Change

There are many factors that affect employee attitudes towards organisational change and these include but are not limited to: need for personal growth, locus of control, internal motivation, past experience, organisational commitment, type of the change, communication, degree of involvement, and the threats and benefits posed by the change programmes (Werner, 2007). According to Giangreco and Peccei (2005), individuals’ perceptions of the actual content and the outcomes of a change initiative and the extent they will personally gain or lose as a result of the change are strong predictors of their attitudes towards change and their level of resistance to the change. A description of some of the factors influencing attitudes towards change among employees and managers is provided in detail below.

2.7.1 Threats and Benefits of the change

When change programs are introduced, employees and managers consider whether the proposed changes will be of any benefit to them. Chreim (2006) found that individuals consider their own skills and competencies, and make a determination of the likelihood of their success in new roles. In a survey by Oreg (2006), with 177 defense firm employees, results indicated that individuals were concerned with job security which was strongly related to emotional reactions, and if change threatens their power and prestige there is likelihood that they would be negative about it. With regard to the technology change, the themes that emerged from the survey were that, employees embraced the change if they believed it would enhance their jobs and improve services.
to customers. However, they were reluctant to embrace the change and were discouraged if they felt they lacked the personal capabilities for success. Individuals also embraced change if they deemed the change consistent with their existing capabilities and the existing culture.

2.7.2 Previous experience

One of the factors that might affect attitudes towards organisational change is previous experience. Examples of such experiences include stress created by bad work relationships, overload and unfair pay and benefits. All these can cause negative attitudes toward organizational change and, therefore, inhibit change processes (Bovey & Hede, 2000). More emphasis was invested on previous lack of a socially supportive environment, as expressed by bad work relationships, which was found to be the strongest predictor of negative attitudes towards change. Furthermore, Damanpour (1991) indicated that, job insecurity may also become an obstacle to change with evidence from the literature suggesting that job security is associated with organizational commitment, which is associated with positive attitudes to organizational change. Therefore, individuals who are guaranteed job security have a potential possibility of being positive about change but those whose jobs were once threatened may have negative attitudes towards change (Oreg, 2006).

2.7.3 Personal growth, autonomy and Challenges

In addition to the above, locus of control, need for personal growth and internal work motivation are positive factors influencing employee attitudes towards organisational
change. Judge et al., (1999), examined seven dispositional constructs related to coping with organisational change. They surveyed 514 managers in six organisations. The companies had experienced recent changes including major reorganisation efforts, downsizing, changes in top management, mergers and acquisitions, and business divestments (Lau & Woodman, 1995). The dispositional constructs examined were reduced to two factors, which the researchers labeled self-concept and risk tolerance. Self-concept was comprised of internal locus of control, positive affectivity, self-esteem, and self-efficacy. Risk tolerance was comprised of higher openness to experience, lower risk aversion, and higher tolerance for ambiguity (Stopford, 2003). These factors were related to an individual's success in coping with organisational change. Therefore impliedly when employees are granted the power to control their work and the change process; it's highly possible that they may be positive about the change since it brings in new challenges and opportunities (Eaton, 2010).

2.7.4 Administration of Change Processes

Another issue linked to individuals' attitudes towards change is the administration of appropriate human resource functions, such as training (British Industrial Society, 2001). Change process factors that influence individuals' attitudes and resistance towards change include communication of the change, the level of understanding of the change, consistence of management actions with the goals of the change initiative, and participation in the change process. Wanberg and Banas (2000), and Oreg (2006), found an association between communication and attitudes towards change. Bovey and Hede (2001) found that the level of understanding of change by managers influenced
their feelings towards the initiative. Employees need to feel adequately trained and informed especially during change because effective communication reduces fear and uncertainty and, therefore, resistance to change. However, Oreg (2006), found a positive correlation between individuals who reported receiving information about change and their resistance to change. He suggested, that, the result might indicate that simply providing information does not result in reduced resistance to change, but rather that employees make decisions of whether or not to resist based upon whether or not they agree or disagree with the change proposed.

Under the concept of administration, pay and benefits is another occupational stressor associated with negative attitudes to change. Financial rewards determine the type of lifestyle that an individual can lead and they are perceived to indicate the individual's value to the organisation (Cartwright & Cooper, 2002). They are also important in a change context since they facilitate change institutionalization. For example, participation in change programmes should be included in employee's performance appraisals and rewarded in order to reinforce such behaviours.

2.7.5 Organisational commitment, stress and attitudes to change

Lines (2004), defined organisational commitment as the relative strength of an individual's identification and involvement in a particular organisation. Vakola and Nikolaou (2000), conceive commitment as an attitude that reflects the nature and quality of the linkage between an employee and an organisation. It is argued that commitment often establishes an exchange relationship in which individuals attach themselves to the
organization in return for certain rewards from the organization (Robbins & Odendaal 2005). Individuals come to organisations with certain needs, skills, expectations and they hope to find a work environment where they can use their abilities and satisfy their needs. When an organization can provide these opportunities, the likelihood of increasing commitment is increased.

There is evidence in the change management literature identifying the role of organisational commitment in a change context. Many authors indicated that organisational commitment plays an important role in employee's acceptance of change (Darwish, 2000). Iverson (1999) suggested organisational commitment as the second most important determinant after union membership of attitudes toward organisational change. More specifically, Lau and Woodman (1995), argued that a highly committed employee is more willing to accept organisational change if it is perceived to be beneficial. But other researchers indicated that a highly committed employee may resist changing if he/she perceives it as a threat for his/her own benefit.

According to Iverson, (1996), employees with high organisational commitment are more willing to put more effort in a change project and, therefore, are more likely to develop positive attitudes towards organisational change. Similarly, Guest (1998), as quoted by Vakola and Nikolaou (2005), suggested that organisational commitment mediated the total causal effects of positive affectivity, job security, job satisfaction, job motivation and environmental opportunity on organisational change. Therefore, organisational commitment is a factor that influences positive attitudes towards change.
2.7.6 Personal resilience and openness to change

Individual personality also has a greater influence on how a particular individual will perceive change. Wanberg and Banas (2000) examined the influence of personal resilience on an individual's willingness to accept change, and found that self-concept and risk tolerance were related to an individual's success in coping with change. Bovey and Hede (2001) identified certain defense mechanisms used by individuals in dealing with change, and explored the relationship of irrational thoughts and the perceived impact of change to resist.

Factors examined which influence a predisposition towards resistance included an inclination to seek routines, negative reactions to announcements of change, a short-term focus, and a rigid or dogmatic point-of-view. Wanberg and Banas (2000) reported that personal resilience, which they defined as a combination of self-esteem, optimism, and perceived control, was a predictor of an employees' willingness to accept change hence possibility of a positive attitude towards organisational change.

However it should be noted that, this was not predictive of a more positive view of change. In other words, employees with personal resilience may accommodate a change whether or not they agree with the change or whether or not they perceive it is beneficial. Moreover, Bovey and Hede (2001), found that individual's with higher tendencies to blame others, to be inert and passive, to avoid life's difficulties, and to not take control of their own destinies were significantly more likely to resist change. The researchers also found that the higher the individual's perception of or feelings about
the change impact, the greater the association between these tendencies and resistance.

Education also has a positive impact on attitudes towards change, as employees with higher education were better equipped to meet new challenges at work (Iverson, 1996). Educational level was also negatively related with one of the two types of organisational commitment (commitment of the organization to the employee).

2.7.7 Participation in the change effort

According to Lines (2004), participation can be defined as involvement in the initial assessment and development of the change plan as well as the right to veto in addition to participating in the process. Several studies found that participation in change initiatives was associated with more positive views of the change, reduced resistance, and improved goal achievement (Chreim, 2006). The Giangreco and Peccei (2005), study of managers in general in an Italian electric company, reported that employee perceptions of their participation in the development and implementation of the change initiative was associated with more positive attitudes towards the change and reduced resistance to change. Moreover, Lines (2004), found similar results in a self-report survey study of 138 managers of a telecommunication company involved in a major strategic reorientation. There are reported strong relationships between employee perceptions of their participation and goal achievement, organisational commitment, and reduced resistance.
In another study examining participation, Msweli-Mbanga and Potwana (1991), as quoted by Judge (1995), reported that access to participation in a meaningful way, receiving information and the ability to express opinions, and involvement in decision making built a positive attitude within individuals involved. This is manifested through responding favourably to participation opportunities by attending meetings, providing input, working harder, and accepting possible disruption of relationships with colleagues. In relation to this, middle managers in the automotive industry, given the opportunity to actively participate will possibly portray positive attitudes towards change. However, little active participation means resistance to change through the loss of comfort and privileges, the interests of the individual versus the organisation, and the possible loss of jobs (Lines 2004).

2.8 Individual Attitudes and Resistance to Change

According to Trader-Leigh (2001), the topic of resistance to change, is directly related to attitudes towards change. Therefore it will be well acknowledged in this study as a critical success or failure factor. Resistance to change is a controversial subject, from the cognitive point of view; three basic types of explanations of resistance can be identified. The first refers to resistance as a natural and normal process generated by distorted beliefs or by individuals’ tendency to assess situations using extreme categories. The second measures resistance as the intention to resist, and analyzes resistance as the set made up of perception of the impact of change, of irrational ideas and of affect (Bovey & Hede, 2001). The third attributes resistance to a negative emotional reaction activated by the inconsistencies and discrepancies between the
cognitive schemes of individuals and those present in the proposals for change (Campbell, 2000). However, explanations relating to negative attitudes towards change link well with factors that lead to resistance to change as noted by (Mcshane and Von Glinow 2008). These include the following:

- Fear of the unknown
- Sensation of loss of control with respect to familiar, and probably comfortable, patterns of work, and fear of difference with respect to the present routine.
- Uncertainty about new processes and expected results arising from the change.
- Perceived and real loss of power brought about by the demands of change.
- Increase in the demands of work generated by the change.
- Misunderstandings and unclear demands in the change process.

Piderit (2000) proposes that individuals’ responses to change can be analysed through the concept of attitudes, from the perspective of social psychology. The concept comprises three dimensions, the cognitive dimension, which involves beliefs that express positive or negative judgments about an object, the affective dimension, which covers feelings and emotions about the object, and the behavioral dimension, based on past behavior or future action intentions in relation to the object of change. Elrod and Tippett (2002) concurred with Piderrit (2000), when they explored people’s attitudes to alterations in the organisational structure and routine on a daily basis throughout the period of change. Their results indicate that resistance becomes stronger when attitudes in relation to change are negative, or when people’s job definition and security are under threat.
2.8.1 The contradictions of resistance to change

According to Piderit (2000), attitude to change may produce what appears to be only a minimal reaction at the time it is initiated, but then, resistance surface months and even years later when the change is at the momentum stage where results will be expected. Although writings have focused additional attention on resistance, there remains substantial variability in how the phenomena associated with resistance are perceived and ultimately operationalised. Several authors have offered definitions broad enough that they could include almost any unfavorable reaction, opposition, or force that prevents or inhibits change. Such definitions have also implied that resistance to change is a problem that needs to be overcome or eliminated (Wanberg & Banas 2000; Piderrit, 2000).

However, others have challenged this perspective of resistance to change because it precludes some of the more positive aspects and intentions of resistance. For example, it has been proposed that resistance may be useful, and that it can be productively harnessed to help challenge and refine strategic and action plans (Wanberg & Banas 2000), and to improve the quality of decision making (Lines, 2004). Still others have characterized resistance to change as a positive process that fosters learning among organization participants (Msweli-Mbanga & Potwana (1991), as quoted by Judge 1995). The complex dimensions illustrated by these definitions suggest a dichotomous view of individual reactions to change (compliance is positive and resistance is negative).
2.8.2 Behavioral dimension of resistance

Giangreco and Peccei (2005) identified resistance to change as a form of dissent. Anti-change behaviours are frequently expressed in passive rather than overt ways – for example, not actively supporting change initiatives, or behaving in ways that more covertly impede the effectiveness or rate of change. Examples of such behaviors include doing the minimum required, not actively cooperating and promoting the change initiative, and not making an effort to ensure subordinates understand the change effort. Lines (2004) indicated that resistance to change involved behaviours that slow down or terminate change effort. In a subsequent article, Lines (2005), proposed that a range of behaviours could be identified in response to attitudes toward organisational change. Such behaviours were categorized as being either positive or negative toward the change, as well as either strong or weak behaviours. Bovey and Hede (2001), in their study of nine Australian organizations facing major changes, developed a framework with similar attributes, proposing that reactions to change include supportive versus resistant behaviors, active versus passive behaviours, and covert versus overt behaviors.

2.8.3 Cognitive/affective dimensions of resistance

Recent work has focused on clarifying the cognitive and affective dimensions of resistance to change. Oreg (2006), described resistance as a tridimensional (negative) attitude toward change involving the interplay among cognitive, affective, and behavioural dimensions. The cognitive dimension involves how an individual
conceptualises or thinks about change – for example, what is the value of the change? Will the change benefit or harm my department, the organization, or me? Cognitive negative reactions or attitudes towards the change include a lack of commitment to the change and negative evaluations of the change. The affective dimension of individual reactions involves how one feels about the change. Affective reactions to the change include experiencing such emotions as elation, anxiety, anger, fear, enthusiasm, and apprehension. Affective negative reactions include stress, anxiety, and anger (Cummings & Worley, 2005).

The behavioural dimension of individual reactions involves how an individual behaves in response to change – for example: embracing it, complaining about it, and and/or sabotaging it (Lines, 2004). Piderit (2000) suggests that, individuals operate in all three dimensions (cognitive, affective, and behavioral) and simultaneously may be ambivalent in all three dimensions. For example, an individual may be both hopeful about the opportunities presented by change, but at the same time fearful about not being able to meet new expectations required by the change. And, the same individual may be enthusiastically positive to the change, while not focused on making the necessary changes to implement the initiative.

2.9 Middle managers

Middle managers comprise of managers who head specific departments or serve as project managers responsible for implementing the company policies and plans. This is the group of individuals which are usually the first to be slashed in the resizing of a firm
and can also be active drivers of change; therefore it is interesting to investigate how they view organizational change (Cummings & Worley, 2005). According to Werner (2007), middle managers consist of a diverse group of primarily professionals rather than managers. The concept of middle managers is a hazy one: there is no generally accepted definition of a middle manager. Until recently there was little interest by academics in researching middle management. This situation has changed with increased critical role of middle managers in the change intervention programmes. (Robbins and Judge 2009).

Stephen and Robbins (2009) indicated that, middle managers are the primary change agents in most organisations. By the decisions they make and their role-modeling behaviours, they shape the organisation’s change culture. Middle management decisions related to human resource policies largely determine the level of innovation within the organisation and these will determine the degree to which the organisation learns and adapts to changing environment. According to Damanpour (1991), managers’ attitudes to change determine employee participation and the successful development of programmes of change, which suggests that individuals’ cognitive processes constitute a determining factor in processes of organisational change. Without the managerial inspiration, the general employees cannot make change a success. Specifically, management decisions typically dominate operations and the production of goods and services as well as pin pointing improvements and developments when need arise.
In addition, Robbins and Judge (2009) noted that, middle managers who are given the mandate to identify innovative proposals for a specific area like marketing and manufacturing are the crucial aspect of change and their attitudes impact on whether the change will be successful or not. Mcshane and VonGlinow (2008) indicated that, middle managers are the best group of employees to use as instruments of change although they are not accustomed to such authority; ideas flow within them when reminded of the desperate situation experienced by the company. Middle managers are assumed to be good in breaking the tradition that discourages teams to work efficiently. Whenever change occurs, middle managers will be at the forefront making very critical decisions some of which are very stressful.

However, notwithstanding the above, research on employee attitudes towards change has indicated that even managers themselves fear organisational change because of its possible consequences. Prochaska (2001) supported this by suggesting that, in innovation change middle managers are required to make bold plans even to close assembly plants, eliminate thousands of jobs, cut the number of suppliers by half, reduce purchasing costs, return to profitability, cut the company’s debt by half and introduce new modes of cars within a limited period of time. Such decisions are accompanied with stress and uncertainty as well as fear which might result in resistance to change. However, Demerouti (2001) provided the best way in which organisations can deal with the problem of middle management resistance, by empowering them to decide what type of change programmes to take and how to implement the change programmes. This approach shows the very high level of importance attached to their
duty as team leaders especially in Total Quality Management. Therefore, active involvement is the only solution to foster middle managers positive attitude towards organisational change programs.

In contrast to the issue raised by Demerouti (2001), above, a study by Spreitzer and Quinn (1996), indicated that, during the time of change middle managers experience role ambiguity, role conflict, or both. Friedman (2003), noted that, middle managers encounter frustration and unmet expectations leading to cynicism, burnout and even feel threatened by change agents making them to simply deny that the problems under scrutiny does exist. Therefore, the question which remain is that, do middle managers also experience feelings of insecurity and fear like general workers given that they have autonomy, actively participate, are well informed about the change, and their jobs are secure. Are they positive about change, is it beneficial to them or a threat. Charns (1994), respond to this by indicating that, not all managers want to implement changes some are hard-core resisters and others want to wait and see.

2.10 Concluding Remarks

In conclusion, evidence that attitudes towards organisational change are a crucial issue is manifesting since the role of managers is becoming vital in relation to change initiatives. From the above literature, it is clear that there is need to fill the gap between what is known about how middle managers deal with the changes in their work organisations and how they frame these changes in their minds, and this can substantially increase understanding on why certain managers behave in a certain fashion. It has been found; however, that little is known about how these managers feel
about change especially in the automotive industry. This ensures the elimination of potential impediments to change in the automotive industry, an industry which is experiencing challenges that need to be addressed through change.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In the previous chapter, literature relating to this study has been reviewed. This encompassed what is known about organisational change and how it affects employees in general and managers in particular. With the literature provided, the present chapter discusses the process that was followed to get the necessary data referred to as research design. Cant, Gerber, Nel and Kotze (2003) noted that research design is the third step in the research process and is a preliminary plan for conducting the whole research.

The format of the plan depends on the nature of the research being carried out. The research objectives determined in the previous stage of the process should therefore be translated into specific data needs. The researcher thus specifies what data is required from the research and determines from which sources the data will be obtained. This research obtained information from the primary sources. This chapter focused on the methodology that was followed to carry out the research. This takes into consideration aspects such as the research design, population of the study, sample, and sampling procedure, the data collection method, description of the instrument, administration of the instrument, and how the data was analysed.

3.2 Research Design

According to Leedy and Ormrod (2001), research design is the complete strategy for attack on the central research problem. It provides the overall structure of the
procedures that the researcher follows, the data that the researcher collect and the data analysis that the researcher conducts; simply put, a research design is the planning of how the data will be collected and analysed. The methodology to be used for a particular research problem must always take into consideration the nature of the data that will be collected in the resolution of the problem, thus the data dictates the research method. It is very important to use scientific measurements when describing behaviour therefore for the sake of this study all the scientific methods of measurement possible will be employed.

Welman and Kruger (2006) noted that there are three types of research designs, that is, exploratory, descriptive and causal research. Descriptive research is appropriate when the research objectives include:

1) Determining the degree to which variables are associated and making predictions regarding the occurrences of phenomena under study which is the general objective of this study.

As highlighted above, this is a descriptive research which is quantitative in nature hence as indicated by Leedy and Ormrod (2001), this type of research is used to answer questions about relationships among measured variables with the purpose of explaining, predicting and controlling phenomena. Quantitative research generally isolates the variables under study and use standardized procedures to collect some form of numerical data and statistical procedures to analyse and draw conclusions from the data and ends with a confirmation or disconfirmation of the hypotheses that were proposed (Welman & Kruger 2006). It is sometimes called the traditional, experimental
or positivist approach. Quantitative research is used to answer questions about the complex nature of phenomena, and is referred to as the interpretive constructivist, or the post-positivist approach. Quantitative researchers usually start with a specific hypothesis to be tested, in this study; there are three hypotheses that will be tested which is the case in the present study.

In addition to that, quantitative type of research involves identifying characteristics of an observed phenomenon or exploring possible correlations among two or more phenomenon, in every case, descriptive research examines a situation as it is, it does not involve changing or modifying the situation nor is it intended to detect cause and effect relationships (Leedy & Ormrod, 2001). In this case the attitudes towards organisational change among middle managers in the automotive industry as well as factors affecting those attitudes were investigated.

### 3.3 Population of the Study

According to Hair, Wolfinbarger, Ortinau and Bush (2008), population is the identifiable set of interests to the researcher and pertinent to the information problem. It entails the specification of the survey group which is under investigation. The specifications define the elements that belong to the target group and those that are not to be excluded. This research investigated attitudes towards organisational change among middle managers in the automotive industry; therefore (N) the population consisted of all mid-level employees in the selected automotive companies in the Eastern Cape Province which were Nissan, Toyota and King Motor Engineering. The population of the three selected automotive industry consisted of approximately 170 employees.
3.4 Sample

According to Welman and Kruger (2006) sampling is the process of selecting participants for a research project. Churchill and Brown (2004) define a sample as a subset of elements from the population. Researchers usually draw a sample (n), from the population in which they are interested. According to Cooper and Schindler, (2003) the basic idea of sampling is that, by selecting some elements in the population, we draw conclusions about the entire population. In this study, the sample consisted of department leaders as well as supervisors whose opinions and preferences were used in providing information as to how middle managers perceive organizational change within the automotive industry.

3.4.1 Sampling Procedure

There are two basic sampling procedures. These are probability and non probability sampling. Probability sampling is when each sampling unit in the sampling frame has a known, non-zero probability of being selected for the sample respecting the principles of unbiased selection of the sampling unit and ensuring proper sample representation of the defined target population. The advantage of probability sampling techniques is that it enables us to indicate the probability with which sample results (for example sample means) deviate in differing degrees from the corresponding population values (for example population means). According to Churchill and Brown (2004) probability sampling enables us to estimate sampling error, that is, the unrepresentativeness of a sample.
The sampling procedure that was used is cluster sampling and it is a probability sampling procedure therefore all elements had an equal opportunity of being included in the sample. The sampling units were selected in groups or clusters rather than individually. Different departments were identified as clusters thus each middle manager was grouped according to the department he/she belongs to for example, Marketing/sales, Human Resource, New vehicles department, manufacturing and engineering. Participants were then randomly picked from each department. The cluster sampling was used because middle managers in different departments consist of a heterogeneous group and also the population of the three selected companies’ employees was reasonably large hence this ensures adequate representation of different personalities.

3.4.2 Sample size and Sampling frame

Sample size refers to how many respondents should be included in the investigation and is an important consideration for research because the size of the sample drawn affects the quality and generalization of the data (Cant et al, 2003). The Raosoft sample size calculator was used to calculate the recommended sample size and this was determined by using a 7% margin of error; 90% confidence level and 50% response distribution. Using a population size of 170, the recommended minimum sample size obtained was 70. However, a total number of 80 questionnaires were distributed and 72 usable questionnaires were returned and this was considered as the sample size. In this study, a total of 72 middle managers from three selected automotive industries
participated in which the sample was composed of 39 males and 33 females. The majority of the participants were between 37 and 55 years.

Hair et al., (2008) define the sampling frame as the list of all eligible sampling units from which a sample will be drawn; the list could consist of a geographic area, institutions, individuals or other units. This research focused on three selected automotive industries and targeted middle managers whose names were listed in the companies’ database. The sample frame is the largest possible sample of a population. In this research, a sample frame of a total 72 middle managers was considered, of which 30 questionnaires were administered to Toyota, 30 to Nissan, and 20 King Engineering however, only a total of 72 questionnaires were returned.

3.5 Data Collection

The research identified two major variables that were to be studied. These were middle managers attitudes towards organizational change as well as factors influencing those attitudes. Specific methods of measuring these variables were identified and developed.

3.5.1 Data collection Instrument

The data collection instrument that was used is a self-administered questionnaire. Self administered questionnaires are one of the most inexpensive ways of gathering data from a large number of respondents. In this study, a semi-structured questionnaire was employed. A semi-structured questionnaire contains both open and closed ended questions. Closed questions provide a set of predetermined answers from which the respondents have to choose applicable answers. Although some questions probes to
explore, most are targeted to obtain information or to establish a relationship between certain variables for example the attitudes of middle managers towards organisational change and the factors influencing such factors. Leedy and Ormrod (2001) noted that closed questions seek knowledge or fact of phenomena, prediction of behavior and expression of opinion, or statements to agree or to disagree with a given statement.

3.5.2 Description of Instrument

For the first objective, attitudes to change were measured by quasi adopting items from the Attitudes to Change Questionnaire (ACQ) developed by Vakola and Nikolaou (2005). The scale consisted of 47 items (27 positive and 20 negative). The negatively stated items were reversed so that a high score indicate positive attitudes towards organizational change. The participants were asked to rate the extent to which they agreed with each item on a five-point likert scale ranging from strongly disagree (1) to strongly agree (5).

To measure the factors influencing middle managers’ attitude towards change, a list of items relating to general factors influencing attitudes towards change were adopted from the instrument developed by Oreg (2006). The scale consisted of 12 items in which the participants were requested to rate the extent to which particular factors influence their attitudes towards change on a five point likert scale. The instrument was a standardised self administered semi-structured questionnaire. Since the instrument was a semi-structured questionnaire data was collected in a form that was easily converted to numerical indices as instructed in Leedy and Ormrod (2002).
3.5.3 Administration of the Instrument

Questionnaires were distributed to different middle managers representing different departments within the organisation. Individuals were chosen randomly from each department. In most cases five individuals emerged from each department for each specific organisation. Participants completed a self-report questionnaire pack, which incorporated the measures of attitudes to change and factors influencing those attitudes. In addition, personal and demographic data relating to age, gender, marital status and educational background were also collected. The researcher informed the participants about confidentiality issues and that they had the right to withdraw from the study at any time and any stage.

3.6 Data Analysis

All research requires logical reasoning. Quantitative researchers tend to rely heavily on deductive reasoning, beginning with certain premises (for example Hypothesis, theory) and then drawing logical conclusions from them (Leedy & Ormrod, 2001). The field of statistics is divided into two main streams; these are descriptive statistics and inferential statistics. As the research at hand is a quantitative design, the data was analysed using both descriptive statistical analysis and inferential statistics. All the proposed hypotheses were tested using statistical methods. Descriptive analysis provides a very useful initial examination of data and a means of presenting data in a transparent manner with graphs, using the most fundamental techniques; the construction of frequency distributions or measures of variability (Welman & Kruger 2006). The data was collated and coded to make it possible to process using computer programmes
descriptive. The statistical SPSS software was then used to run the data. The data analysis techniques that were used were the frequency tables, t-tests, and correlations, cross tabulation as well as descriptive statistics. Bar graphs and pie charts were utilised to describe the data before correlations and descriptive statistics were used to arrive to the conclusions on how middle managers perceive different change programs within their departments and the factors that influenced their attitudes towards organizational change.

3.7 Conclusion

In conclusion, it has been noted that a research design involves all the processes involved in the collection of data, including the population, how respondents were identified, sampling procedures followed, the data collection method used and also highlight how the data was analysed. In short, research design takes into consideration the whole process of carrying out a scientific research.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The previous chapter described the research methodology of this study. The sample was made up of 72 middle managers and the questionnaires were distributed equally among them. The data collected was in line with the objectives of the study highlighted in chapter one. This chapter saves to present the results of the analysis and a discussion of the study results.

4.2 Data Analysis

This study sought to answer the following questions: What are the attitudes of middle managers towards organisational change within the automotive industry? Are the middle managers effective instruments to facilitate organisational change? What are the factors that influence middle managers’ attitudes towards organisational change? Which among the factors highly influence the middle managers’ attitudes towards organisational change? The purpose of this analysis is to provide on whether the middle managers are responsible for the lack of success of the change programs in the automotive industry since they are usually at the centre of the whole change process. The data analysis techniques that were used were the frequency tables, t-tests, and correlations, cross tabulation as well as descriptive statistics.

To clearly present and discuss the results, this chapter will begin with presentation of the demographic distribution this information will be linked with the issue in question through the use of t-test and then hypothesis testing will follow starting with the first
hypothesis. To test the hypotheses descriptive statistics as well as correlations will be used.

4.3 Demographic Results

Figure 2: Gender distribution

Figure 2 shows that 33 (46%) of the respondents were female and the remaining 39 (54%) were male. This indicates that middle management jobs within the automotive industry were mainly dominated by males. Deriving from the mean scores of the t-tests Groupings attached at the appendix 4 the results indicated that there was a significant difference between males and females on the fact that change brings fear of the unknown, and that change leads to too much interaction with the customers. According to the t-tests, the most male participants were positive about organisational change than females. Therefore, it can be safely concluded that females within the automotive industry were rigid.
Figure 3: Age distribution

Figure 3 shows that, 15 (22%) of the respondents were in the age group 20-29 years, 25 (39%) were between 30-39 years, those between 40-49 were 20 (29%) and finally 5 (10%) were above 50 years out of which the majority were men. The age group 30-39 constituted the biggest percentage of mid level managers who are still energetic and exploring and the mean scores in appendix 4 indicates that, this group had the highest number of individuals who have positive towards technological change and innovative change and are highly influenced with factors such as participation in the change process.
In terms of tenure, Figure 4 above indicates that, the largest percentage of respondents (35%) had 3-5 years experience thus most of them were young and energetic but were not that much experienced. 29% of the respondents had 6-10 years experience, 12% had more than 10 years experience and the results (mean scores on appendix 4 and 5) on attitude towards organisational change show that this group was comfortable with the way things were done and were not willing to accept change. They therefore had negative attitudes towards organisational change. In addition, 11% indicated that they had less than one year experience and 8% had 1-2 years experience and these indicated that they are highly excited about change.
Figure 5 shows that, most of the mid level managers were well educated with 38% of the respondents in possession of a degree, followed by those with a diploma who constituted 25%. However, there were also some highly educated middle managers with a post graduate qualification constituting 15% of the participants. Despite the fact that some were highly educated, 13% of the respondents had professional certificates and 10% had metric certificates thus they become managers through promotion as a result of experience and most of them were old. The mean scores in appendix 4 indicate that the highly experienced and less educated had negative attitudes towards organisational change.
Figure 6, indicates that the middle managers who participated were composed of a heterogeneous group of individuals in terms of race with, the largest number of participants being made up of white people who constituted 35% of the sample therefore, from this race distribution it can be safely concluded that the automotive industry middle management level is still highly dominated by white people, followed by blacks who constituted 33% of the respondents and 29% coloureds. Only 3% of the participants were Indians which might imply that this racial group has not yet penetrated the industry. There were no significant differences however on the different racial group attitudes towards organisational change.
Figure 7, indicates that, the majority of the participants were from the manufacturing department 36% followed by those from engineering department with 25% then those from marketing 15%. The new vehicles department had the least number, constituted only by 11% of the respondents. From the results of cross tabulation by department, there were no significant differences on the attitudes of managers from different departments.

**Table 1: Distribution of Type of Change middle managers were exposed to**

<table>
<thead>
<tr>
<th>Type of change</th>
<th>Frequency (Yes)</th>
<th>Valid percentage %</th>
<th>Frequency (No)</th>
<th>Valid Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technological change</td>
<td>71</td>
<td>99%</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Innovative Change</td>
<td>65</td>
<td>90%</td>
<td>7</td>
<td>10%</td>
</tr>
<tr>
<td>Total Quality Management</td>
<td>69</td>
<td>96%</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>Re-organization</td>
<td>67</td>
<td>93%</td>
<td>5</td>
<td>7%</td>
</tr>
</tbody>
</table>
Table 1, above indicates that the majority of the middle managers were exposed to almost all the four forms of change under investigation. This supports the notion that there has been ongoing change within the automotive industry and the middle managers have been highly involved hence possess wide knowledge of all the forms of change going on in the company.

**Figure 8: Rate of Involvement**

To further explore the middle managers’ knowledge about the change within the industry and to support that they were at the forefront of the change process, Figure 8 above shows that, 52% of the participants indicated that they were highly involved in the change process. 25% indicated that they were involved therefore a total of 77% were therefore, involved in the change process. 12% indicated that they were slightly involved and only 8% were not at all involved, therefore it can be concluded that middle managers were well informed about the changes going on in the automotive industry. The correlations on page 74 indicated that those who were highly involved had positive
attitudes towards organisational change and were highly influenced by factors relating to participation as well as opportunity for personal growth. (Refer to table 7 page 74)

**Figure 9: Adjusting to Change**

![Pie Chart](chart.png)

Figure 9 indicates that 45% of the managers were quick to adjust to organisational change when it was introduced and 35% moderately adjusted, 13% of the participants indicated that they were still in the process of adjusting, 3% were finding it very difficult to adjust and 9% indicated that they will never adjust. The correlation results on Table 7 page 74 shows that those who adjusted fast had positive attitudes towards change and were highly influenced by uncertainty and opportunity for personal growth. This concur with literature which indicates that, the more difficulty it was to adjust the higher chances of being uncertain and consequently negative about organizational change (Oreg, 2006).
4.4 Hypotheses Testing

Hypothesis 1: Middle managers have negative attitudes towards Organizational Change

As highlighted in chapter one, organisational change was broken down into four major components which are technological change, innovative change, Total Quality Management and Re-organisation. The attitudes of middle managers towards these changes were separately tested adopting the instrument developed by Vakola and Nikolaou (2005). To test the hypothesis, descriptive statistics were used. Tables of collated data from the predictors of attitude towards change were used to present data before a summary of the results was presented using pie charts and bar graphs.

The instrument was made up of both positive and negative statements therefore, to ensure the data was collated accurately; negatively stated items were reversed so that a high score would indicate positive attitudes towards organizational change. For the presentation of data, the attitudes of middle managers towards each change type will be outlined and discussed separately before the general attitude towards change was determined by collating all the totals and lastly the overall attitudes were determined.

Table 2: Middle Managers Attitude towards Innovative Change

<table>
<thead>
<tr>
<th>INNOVATIVE CHANGE</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Makes works easy</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>24</td>
<td>36</td>
<td>72</td>
</tr>
<tr>
<td>TDM Mist</td>
<td>2</td>
<td>0</td>
<td>5</td>
<td>35</td>
<td>30</td>
<td>72</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>36</td>
<td>32</td>
<td>72</td>
</tr>
<tr>
<td>Competitive</td>
<td>2</td>
<td>0</td>
<td>5</td>
<td>34</td>
<td>31</td>
<td>72</td>
</tr>
<tr>
<td>Interactive</td>
<td>4</td>
<td>4</td>
<td>26</td>
<td>22</td>
<td>16</td>
<td>72</td>
</tr>
<tr>
<td>Improve service Delivery</td>
<td>4</td>
<td>0</td>
<td>7</td>
<td>36</td>
<td>25</td>
<td>72</td>
</tr>
<tr>
<td>Quality Improvement</td>
<td>2</td>
<td>5</td>
<td>9</td>
<td>23</td>
<td>33</td>
<td>72</td>
</tr>
<tr>
<td>Time</td>
<td>0</td>
<td>2</td>
<td>7</td>
<td>25</td>
<td>38</td>
<td>72</td>
</tr>
<tr>
<td>Facilitate personal growth</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>31</td>
<td>33</td>
<td>72</td>
</tr>
<tr>
<td>Customers</td>
<td>0</td>
<td>4</td>
<td>7</td>
<td>27</td>
<td>34</td>
<td>72</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>19</td>
<td>77</td>
<td>293</td>
<td>308</td>
<td></td>
</tr>
</tbody>
</table>
Figure 10: Attitudes towards Innovative Change

Figure 10, indicates the middle managers attitudes towards innovative change. The collated response from a combination of statements testing attitudes towards innovative change summarized in Table 3 indicates that generally middle managers had positive attitudes towards innovative change. Tables 3, represent the combined data from all statements measuring/predicting attitudes towards innovative change. Using excel the data in table 3 was then presented in a bar graph on Figure 10. Figure 10 indicates that 43% of the respondents strongly agreed with the benefits brought about by innovative change and 41% agreed therefore 84% of the respondents have positive attitudes towards innovative change. On the other hand, 3% indicated that they strongly disagree while 2% indicated that they disagreed with the statements therefore a total of 5 % middle managers showed negative attitudes towards innovative change.  11% of the
respondents were not sure meaning they are either positive or negative. From the above, it can be concluded that, middle managers in the automotive industry had positive attitudes towards innovative change and were more likely to support any change brought into the organisation which is innovative in nature.

Table 3: Attitudes towards Re-organization

<table>
<thead>
<tr>
<th>Re-organization</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Result in loss of control</td>
<td>40</td>
<td>10</td>
<td>3</td>
<td>11</td>
<td>8</td>
<td>72</td>
</tr>
<tr>
<td>Increase Co revenue</td>
<td>18</td>
<td>14</td>
<td>6</td>
<td>16</td>
<td>18</td>
<td>72</td>
</tr>
<tr>
<td>Threaten security</td>
<td>30</td>
<td>8</td>
<td>12</td>
<td>13</td>
<td>9</td>
<td>72</td>
</tr>
<tr>
<td>Career development</td>
<td>17</td>
<td>18</td>
<td>7</td>
<td>16</td>
<td>14</td>
<td>72</td>
</tr>
<tr>
<td>Sustain the organization</td>
<td>30</td>
<td>20</td>
<td>8</td>
<td>7</td>
<td>8</td>
<td>72</td>
</tr>
<tr>
<td>Threaten Power and Status</td>
<td>25</td>
<td>20</td>
<td>4</td>
<td>14</td>
<td>9</td>
<td>72</td>
</tr>
<tr>
<td>IMCMM</td>
<td>32</td>
<td>20</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td>72</td>
</tr>
<tr>
<td>Increase workload</td>
<td>38</td>
<td>12</td>
<td>6</td>
<td>7</td>
<td>9</td>
<td>72</td>
</tr>
<tr>
<td>Decision making</td>
<td>34</td>
<td>17</td>
<td>0</td>
<td>14</td>
<td>7</td>
<td>72</td>
</tr>
<tr>
<td>Total</td>
<td>264</td>
<td>139</td>
<td>51</td>
<td>103</td>
<td>78</td>
<td></td>
</tr>
</tbody>
</table>

Figure 11: Attitudes towards Re-organization

Table 4 above, which corresponds with Figure 11, represents the middle managers’ attitudes towards re-organisation. Following the process described earlier on innovative change, the middle managers’ attitude towards re-organization were tested using the
predictors of attitudes on Table 4, adopted from Vakola and Nikolaou (2005). The table indicates that, the middle managers disagreed with most of the positive statements testing attitudes towards re-organisation. From figure 11, 42% of the respondents indicated that they strongly disagreed with the positive statements of reorganization, 22% disagree therefore 64% of the respondents had negative attitudes towards re-organization. 8% are neutral and 28% were positive towards reorganization. Since the majority of the respondents indicated that they were negative towards change in the form of re-organization, it can be concluded that, middle managers had negative attitudes towards change in form of re-organization.

Table 4: Total Quality Management

<table>
<thead>
<tr>
<th>Total Quality Management</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Improvement</td>
<td>2</td>
<td>5</td>
<td>9</td>
<td>23</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Mistake prevention</td>
<td>18</td>
<td>14</td>
<td>6</td>
<td>16</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Competitive</td>
<td>9</td>
<td>12</td>
<td>12</td>
<td>9</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Customers interaction</td>
<td>14</td>
<td>16</td>
<td>7</td>
<td>18</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Quality service delivery</td>
<td>8</td>
<td>7</td>
<td>8</td>
<td>20</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Quality time</td>
<td>0</td>
<td>2</td>
<td>7</td>
<td>25</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Improve products</td>
<td>8</td>
<td>5</td>
<td>5</td>
<td>20</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Improve customer satisfaction</td>
<td>9</td>
<td>7</td>
<td>6</td>
<td>12</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>75</td>
<td>60</td>
<td>143</td>
<td>236</td>
<td></td>
</tr>
</tbody>
</table>
Table 5 and Figure 12 represent the attitudes of middle managers towards Total Quality Management. As highlighted at the beginning of the results presentation, most middle managers indicated that they were highly involved in Total Quality management issues. Table 5 and figure 12 indicates that, 40% of the respondents strongly agreed with the predictors of positive attitudes towards Total Quality management, 25% agreed giving a total of 65% of the respondents with positive attitudes towards Total Quality Management. However, 10% of the respondents were neutral and 25% were negative. Considering that the largest percentage of the respondents is made up of middle managers who agreed with the positive statements testing attitudes towards Total Quality Management, it can be concluded that, middle managers in the had positive attitudes towards Total Quality management. Therefore they are more likely to reinforce and support any change related to total quality management.
Table: 5 Attitudes towards Technological Change

<table>
<thead>
<tr>
<th>Technology</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase productivity</td>
<td>4</td>
<td>0</td>
<td>7</td>
<td>21</td>
<td>40</td>
<td>86</td>
</tr>
<tr>
<td>Better wk environment</td>
<td>0</td>
<td>4</td>
<td>5</td>
<td>25</td>
<td>38</td>
<td>84</td>
</tr>
<tr>
<td>Fear to lose job</td>
<td>14</td>
<td>13</td>
<td>11</td>
<td>26</td>
<td>8</td>
<td>88</td>
</tr>
<tr>
<td>Generate chaos</td>
<td>24</td>
<td>14</td>
<td>11</td>
<td>19</td>
<td>4</td>
<td>84</td>
</tr>
<tr>
<td>Generate lack of satisfaction</td>
<td>18</td>
<td>19</td>
<td>10</td>
<td>16</td>
<td>9</td>
<td>72</td>
</tr>
<tr>
<td>Increase morale</td>
<td>5</td>
<td>15</td>
<td>9</td>
<td>26</td>
<td>17</td>
<td>68</td>
</tr>
<tr>
<td>Complete</td>
<td>17</td>
<td>20</td>
<td>4</td>
<td>14</td>
<td>17</td>
<td>72</td>
</tr>
<tr>
<td>Improve communication</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>22</td>
<td>39</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>87</td>
<td>62</td>
<td>169</td>
<td>172</td>
<td></td>
</tr>
</tbody>
</table>

Figure 13: Attitudes towards Technological Change

Figure 13, and Table 5 above indicates that, 29% of the respondents strongly agreed with technological change, 30% agree giving a, 59% of the respondents who had positive attitudes towards technological change. 10% were neutral and 31% reported negative attitudes towards technological change with the main issue being that new technology cause confusion at first. Therefore since the greater percentage of
respondents was positive about change, it can be concluded that middle managers have positive attitudes towards technological change however the percentage is weak. Therefore, there is a possibility that when such change is introduced in the automotive industry there might be mixed feelings in different individuals.

Table 6: Attitudes towards Organizational Change

<table>
<thead>
<tr>
<th>Total for Re-organization</th>
<th>264</th>
<th>139</th>
<th>51</th>
<th>103</th>
<th>78</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total for Quality Management</td>
<td>68</td>
<td>75</td>
<td>60</td>
<td>143</td>
<td>236</td>
</tr>
<tr>
<td>Total for Technological Change</td>
<td>86</td>
<td>87</td>
<td>62</td>
<td>169</td>
<td>172</td>
</tr>
<tr>
<td>Total for Innovative Change</td>
<td>23</td>
<td>19</td>
<td>77</td>
<td>293</td>
<td>308</td>
</tr>
<tr>
<td>Total</td>
<td>441</td>
<td>320</td>
<td>250</td>
<td>708</td>
<td>794</td>
</tr>
</tbody>
</table>

Figure 14: Attitudes towards Organizational Change

![Attitudes Towards Organisational Change](image)

Table 6 indicates the collated opinions for all change types and Figure 13, in correspondence with table 6, represent the general attitudes of middle managers towards organisational change in general. 32% of the respondents strongly agreed with change, 28% agree, therefore, 60% of the respondents had positive attitudes towards organisational change in general. 10% were neutral and 30% had negative attitudes
towards organizational change. The first hypothesis was therefore rejected because middle managers have positive attitudes towards organizational change.

**Figure 15: Change cause chaos in the organisation**

To support that middle managers had positive attitudes towards organisational change, Figure 15 indicates that 47 of the respondents pointed out that change does not cause chaos; only 15 indicated that it causes chaos and 10 were not sure. The majority, therefore were positive about change thus support the rejection of hypothesis 1.

**Hypothesis 2: Middle managers are not effective instruments to facilitate change in the automotive industry.**

Hypothesis two depends on hypothesis 1; if middle managers have positive attitudes towards organizational change then they are effective instruments to facilitate change in the automotive industry. To support this, the predictor of effective instruments to
facilitate change adopted from Oreg (2006) was used to confirm the hypothesis and the results are indicated on the bar graph below which indicates that, middle managers pointed out that they can effectively facilitate organisational change.

**Figure 16: Ability to Facilitate Change**

Figure 16, indicates that out of the total 72 participants, 63 indicated that they can facilitate change, 5 were neutral and only 4 indicated that they cannot facilitate change. From this, it can be safely concluded that middle managers are effective instruments to facilitate change in the automotive industry therefore, hypothesis 2 was rejected.
Hypotheses 3: There are different factors influencing middle managers' attitude towards organisational change

Table 7: Correlations

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>EXPERIENCE</th>
<th>COMUNICATION</th>
<th>INVOLVEMENT</th>
<th>THRITS &amp;BNFTS</th>
<th>PRSGRWT</th>
<th>AUTONOMY</th>
<th>ADMIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>TECH</td>
<td>.0942</td>
<td>.1363</td>
<td>-.0590</td>
<td>.1111</td>
<td>.1236</td>
<td>-.0154</td>
<td>.1380</td>
</tr>
<tr>
<td>P = .431</td>
<td>P = .253</td>
<td>P = .622</td>
<td>P = .353</td>
<td>P = .040**</td>
<td>P = .898</td>
<td>P = .248</td>
<td></td>
</tr>
<tr>
<td>REORG</td>
<td>-.2602***</td>
<td>-.1082</td>
<td>-.0600</td>
<td>-.1903</td>
<td>-.1125</td>
<td>-.0392</td>
<td>.0339</td>
</tr>
<tr>
<td>P = .027***</td>
<td>P = .365</td>
<td>P = .617</td>
<td>P = .109</td>
<td>P = .347</td>
<td>P = .744</td>
<td>P = .777</td>
<td></td>
</tr>
<tr>
<td>INNVTE</td>
<td>-.1473</td>
<td>.0740</td>
<td>.0047</td>
<td>-.0602</td>
<td>.0101</td>
<td>-.1053</td>
<td>-.0404</td>
</tr>
<tr>
<td>P = .217</td>
<td>P = .536</td>
<td>P = .969</td>
<td>P = .615</td>
<td>P = .933</td>
<td>P = .379</td>
<td>P = .736</td>
<td></td>
</tr>
<tr>
<td>TQMN</td>
<td>.1656</td>
<td>.0599</td>
<td>-.1037</td>
<td>.1951</td>
<td>.0205</td>
<td>-.0271</td>
<td>.2424**</td>
</tr>
<tr>
<td>P = .165</td>
<td>P = .617</td>
<td>P = .386</td>
<td>P = .100</td>
<td>P = .864</td>
<td>P = .821</td>
<td>P = .040**</td>
<td></td>
</tr>
<tr>
<td>INVOLVN</td>
<td>-.0712</td>
<td>-.2255</td>
<td>-.1726</td>
<td>-.1877</td>
<td>-.0018</td>
<td>.0191</td>
<td>-.0070</td>
</tr>
<tr>
<td>P = .552</td>
<td>P = .057</td>
<td>P = .147**</td>
<td>P = .114</td>
<td>P = .988</td>
<td>P = .873</td>
<td>P = .953</td>
<td></td>
</tr>
<tr>
<td>ADJUST</td>
<td>-.2219</td>
<td>-.1577</td>
<td>.0321</td>
<td>.0344</td>
<td>.3724**</td>
<td>.0354</td>
<td>-.0133</td>
</tr>
<tr>
<td>P = .061</td>
<td>P = .186</td>
<td>P = .789</td>
<td>P = .774</td>
<td>P = .001**</td>
<td>P = .768</td>
<td>P = .912</td>
<td></td>
</tr>
<tr>
<td>AMBIGUS</td>
<td>-.0562</td>
<td>-.1649</td>
<td>.1619</td>
<td>.2811***</td>
<td>-.0884</td>
<td>-.2611**</td>
<td>-.0562</td>
</tr>
<tr>
<td>P = .639</td>
<td>P = .166</td>
<td>P = .174</td>
<td>P = .017**</td>
<td>P = .461</td>
<td>P = .027**</td>
<td>P = .639</td>
<td></td>
</tr>
<tr>
<td>FACILITAT</td>
<td>.1937</td>
<td>-.1611</td>
<td>-.1601</td>
<td>-.0198</td>
<td>-.0071</td>
<td>-.2519**</td>
<td>-.0341</td>
</tr>
<tr>
<td>P = .103</td>
<td>P = .176</td>
<td>P = .179</td>
<td>P = .869</td>
<td>P = .953</td>
<td>P = .033**</td>
<td>P = .776</td>
<td></td>
</tr>
</tbody>
</table>

From the findings shown in table 7 above, attitudes to change demonstrated statistically significant correlations with a number of factors influencing middle managers’ response to organisational change, namely the relationships between re-organization and past change experience (.027, p < .05), attitudes towards technological change and personal
growth significantly correlated at (.040, p < 0.05). Participating and involvement were significantly positively related at (.147, p < 0.05). Those who indicated that change is ambiguous are highly influenced by threats and benefits to change with a significant correlation of (.017, p < 0.05). Middle managers who can easily adjust to change were highly influenced by opportunity for personal growth at (.001, p < 0.05). Those who can facilitate change indicated that they were highly influenced by autonomy at (.033, p < 0.05). There was also a significant relationship between Total Quality management and the administration of change (.040, p < 0.05). A positive relationship was also identified between Involvement, and the three factors which are perceptions of co-workers (.049, p < 0.05), uncertainty (.040, p < 0.05) and type of change (.005, p < 0.05).

Moreover, autonomy highly influenced positive attitudes to change at (0.31, p <0.05), confirming the respective hypothesis of the current study. Although the latter correlation was weak, it is in line with the previous literature (Oreg, 2006) identifying links between employees’ attitudes to change and several factors influencing those perceptions towards organizational change. From the above discussion, hypotheses 3 was therefore not rejected since the results indicated that different middle managers were influenced by different factors. However, certain factors seemingly had much influence on the positive attitudes towards change.
Figure 17: Most Important Factors Influencing Middle Managers Attitudes towards Organizational Change

Figure 17, above shows that the top three factors influencing middle managers attitude towards organizational change were administration with 34% of the respondents, followed by threats and benefits with 26% and then personal growth with 20%. Although literature for example Piderit (2000) indicates that employees are highly influenced by participation, in this case only 13% of the respondents indicated that they were influenced by participation. Therefore, for middle managers it seems to be a different issue.

4.5 Concluding Remarks

This chapter has shown that, middle managers in the automotive industry have positive attitudes towards organisational change. Administration of the change process, threats and benefits as well as opportunity for personal growth came up to be the most
important factors that influenced middle managers positive attitudes towards organisational change. The assumption that middle managers are responsible for the slow pace at which change is moving in the automotive industry should therefore be minimised using the empirical evidence from this study.
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter dealt with data analysis, results and also discussion for the study on the middle managers attitude towards organizational change in the automotive industry. With reference to the results discussed in the previous chapter, this chapter will focus on the conclusions, limitations, recommendations and future research directions in related studies.

5.2 Questions addressed

As highlighted earlier, this study sought to answer the following questions;

- What are the attitudes of middle managers towards organisational change within the automotive industry?
- Are the middle managers effective instruments to facilitate organisational change?
- What are the factors that influence middle managers’ attitudes towards organisational change?
- Which among the factors highly influence the middle managers’ attitudes towards organisational change?

Below are the conclusions made from the findings of the study?
5.3 Conclusions

- Middle managers have positive and supportive attitudes towards technological change, innovative change and Total Quality Management and they actively cooperate and promote such type of change in the organization.

- Middle managers have negative attitudes towards change in terms of re-organization and covertly impede its effectiveness.

- Middle managers in the automotive industry have weak positive attitudes towards organisational change in general.

- Since middle managers have positive attitudes towards organisational change and indicated that they can facilitate change efficiently, therefore it can be concluded that middle managers are effective instruments to facilitate change in the automotive industry.

- Though there are several factors influencing middle managers’ attitudes towards organizational change, the present study indicated that, administration of the change process; threats and benefits as well as opportunity for personal growth highly influence middle managers’ attitudes towards organisational change.

5.4 Discussion

Organisations always attempt to successfully cope with continuous changes in the business environment. They therefore, frequently embark on planned change interventions which are becoming more and more the rule rather an exception in organisations. The current research findings highlight the need for acknowledging the significant effect of middle managers’ attitudes towards organisational change to the
success of the change process. It is suggested then that organizations implementing change can take into account the findings of the present study and attempt to address the issue of middle managers’ perceptions by actively ensuring that the increased demands being placed on managers as a consequence of the change process are corresponded by sufficient support. By doing so, organisations become healthier for existing and more attractive for prospective employees and managers.

The main objective of the study was to investigate the attitudes of middle managers towards organizational change in the automotive industry. The motive behind, as highlighted in the problem statement is that, the automotive industry has been going through a series of change in which middle managers were at the forefront of the whole process, however, the problem was that, the pace at which the change was being implemented was very slow. This research sought therefore to establish the position of the middle managers in relation to the change process.

From the results, it was concluded that, middle managers have positive attitudes towards technological change, innovative change and total quality management. However; middle managers have negative attitudes towards re-organisation. Overall the results indicated that middle managers have weak positive attitudes towards organisational change in general. It can therefore be concluded that, the reason why change is very slow in the automotive industry is because some of the change initiatives that can be in the form of re-organisation threaten security and comes with additional workload. However, since the middle managers are positive about all other forms of change there is a possibility there are other issues behind the failure. On the
suggestions to improve change process however, middle managers raised issues relating to need for adequate communication, good administration as well as need for necessary skills to eliminate uncertainty and to enable them to face the new challenges brought by change in the workplace.

Middle managers indicated that, when they are highly involved in the facilitation of change they become more positive and work towards achieving the goals of the change. This confirmed the literature initially discussed in the theoretical framework that is, the Job-Demand-Resource model. The model points out that, if employees are given the platform to exercise their potential and are highly involved in the change process, it is possible that high job demands associated with positive feelings of accomplishment will develop and build positive attitudes towards change.

In addition to that, the result that middle managers have positive attitudes towards all other types of change except re-organisation confirms Maslow's hierarchy of needs and Oreg (2006)'s idea that every individual is concerned about job security. Middle managers indicated that, re-organisation brings with it decentralisation of power which generates fear, because there is a sense of loss of control and status. They also indicated that, re-organisation threaten their power and status and is associated with a lot of uncertainties. These confirmed the available literature that indicates that, re-organisation when brought into the organisations, brings a lot of uncertainty and threaten job security for many individuals (Piderit 2000).

Moreover, innovative change had the highest percentage of individuals who supported it thus 84% of the respondents reported positive attitudes towards innovative change.
because, according to (Werner, 2007) employees generally like innovative change because it brings with it better products, increase sales and profits, it empowers those involved with new skills and creates opportunities for career development as well as improve quality of products.

Another issue linked to employees’ attitudes towards change, that is widely found in literature and was also confirmed by the results, is the administration of the change process such as training, allocation of duties and drafting short term and long term indicators of progress (British Industrial Society, 2001). Employees need to feel adequately trained and informed especially during the change process. This is because effective communication reduces fear and uncertainty, the possible reason why administration came up as the main factor influencing attitudes towards organizational change. Most of the middle managers suggested that, to improve the change process in the organization, there should be incentives to reinforce those who are positive and also that they should be given autonomy and support by their supervisors, Iverson (1996), also concurred with this by arguing pointing out that reward system is the best way of facilitating the success of change.

5.5 Recommendations and Managerial implications

The study has several practical implications for managers and organisations facing organizational change. It was shown that middle managers are effective instruments to facilitate organisational change, and if they are given power to make decisions and participate fully, they can tirelessly work until they achieve the goals of change. This,
therefore, means that, managers should empower the middle managers with skills as well as decision making power to enable them to facilitate change successfully. Good and effective work relationships also emerged as very important aspects of organisational change. Building supportive work relationships and communicating effectively were suggested by participants as high contributing factors to the formulation of positive attitudes to change and, therefore, to the success of a change programme. Therefore it is a challenge to the management that they ensure good administration, relationships as well as good communication of change.

Since one of the major problems why middle managers are negative about re-organisation is because of additional workload, organisations need to examine the extra workload which organisational change may create and make sure they come up with action plans to carter for those affected by additional workload. Examples given by the participants was that when the new and the old system are continued in parallel for some period during or after the change, this can result in extra workload for employees and may create negative attitudes to change. As a result, employees / mangers become negative and reluctant to contribute to any change process. Increase in workload is not only easily attributable to the change but it also makes change unattractive and problematic leading to non-supportive attitudes. Therefore, managers need to plan the change carefully in order to create a well-structured work environment and a well-balanced work schedule to reduce stress and uncertainty.

Moreover, the high involved middle managers are the more positive they become. It is, therefore, very important that the middle managers be at the forefront of the change
process since that will result in them having positive attitudes towards change which ultimately result in efficient facilitation of the change process. There is also a dire need to provide continuous support especially in the form of training for those members who will be facilitating change. This is because, most of the middle managers indicated that sometimes when change comes their way they become confused because they will be lacking the necessary skills to enable them to adjust to the new way of doing things. Therefore, to build positive attitudes towards change as well as to facilitate success in terms of change, middle managers should be given necessary training. Since some of the middle managers are positive, and some are negative, it is important to positively reinforce those who are positive to keep up the good spirit as well as to attract the attention of those who are negative. This can be done through recording and informing the organisation about the short term successes in particular change initiatives.

In addition to education and communication, facilitate understanding among middle managers, those who are in possession of a degree or a post graduate qualification indicated that they were strongly positive about the change happening within the organization. Therefore, managers should consider giving well educated employees the opportunity to facilitate change. To support the above on the suggestion on how to improve the change process in the organisation, a number of individuals highlighted that before and during the change process there should be effective communication within the organization. Moreover, participants also indicated that individuals within the organisation should be well informed of all the stages of change the organisation will be going through; therefore managers should prioritize clear communication in any change process.
5.6 Limitations and Future Research Directions

The current study has also a series of limitations. One limitation of the research design could be that all measures originated from the same source resulting in possible contamination from common method variance. The direct focus of the investigation only on the automotive industry and strictly among middle managers raises concerns about limited generalisability. As a result the study remains in reality, not representative of all other industries and all other levels of employment in organizations. Furthermore, the cross-sectional research design adopted in the present study, as opposed to a longitudinal or experimental methodology, do not allow affirmative attitude causal and consequence explanations which might be of great importance especially for the automotive industry.

Future studies would benefit from use of additional measures to cross-validate findings of the factors influencing middle managers’ attitudes towards organisational change. There are huge complex areas under organisational change management which have not yet been adequately and empirically investigated including areas relating to the detrimental effects of organisational change on employee emotional well being. Additional replications of the similar study with a different sampling group will also provide a great deal of future studies.

5.7 Conclusion

This study has shown that, middle managers have positive attitudes towards organizational change. Therefore, since they are at the forefront of the change initiatives
in the automotive industry, there is need to up skill them through training to ensure maximum returns. This study has minimised all the suspicion that middle managers in the automotive industry were responsible for the slow pace at which the change was going. The study has also indicated that, middle managers are effective instruments of change hence organisation should make use of them.
Reference List


64. Woodward, C., Shannon, H., Cunningham, C., McIntosh, J., Lendrum, B., Rosenbloom, D., & Brown, J. (1999), "The impact of re-engineering and other cost
reduction strategies on the staff of a large teaching hospital: a longitudinal study", 
*Medical Care*, Vol. 37, No. 6, 547-55.
My name is Martha Harunavamwe. I am a Masters student at the University of Fort Hare in the Department of Industrial Psychology. I am presently conducting a research on the attitudes of middle managers towards organisational change and the factors influencing their attitudes. It would be greatly appreciated if you could complete the following questions as honestly as possible. Honest completion will assist in generating information that will help your organization to improve its change processes which would positively influence individual perceptions towards such change for the success and survival of the organisation. The information being solicited from you is purely for academic purposes and will be treated confidentially; hence, your name and that of your organisation are not required.

**Executive Summary**

Organizations are in a turbulent state as a result of changes in the markets, competition, globalization, widespread technological advancement leading to faster, flexible and cheaper ways of doing work. No company today is in a particularly stable environment; even the traditionally stable industries such as energy and utilities have witnessed and will continue to experience turbulent change. Change is evident everywhere relating to reorganization, downsizing, technology, innovation and improvement of product quality. As much as organizations are realizing the dire need for change, individuals involved in working together to implement change is one of the major challenges faced by change agents in trying to implement any type of change. If organisational change is inevitable for the automotive industry today and to ensure that the industry move in a positive direction, managers’ attitudes towards organisational change need to be thoroughly understood and potential impediments to change be identified.
Section (A) Demographic Information

Instruction: Mark appropriate box with an (X)

1. Gender

1. Male  2. Female

2. Age

1. 20-29
2. 30-39
3. 40-49
4. 50+

3. Work experience

<table>
<thead>
<tr>
<th>1. less than year</th>
<th>1-2yrs</th>
<th>3-5yrs</th>
<th>6-10yrs</th>
<th>More than 10yrs</th>
</tr>
</thead>
</table>

4. Marital status


5. Race

<table>
<thead>
<tr>
<th>Black</th>
<th>Colored</th>
<th>Indian</th>
<th>White</th>
<th>Other</th>
</tr>
</thead>
</table>

6. Qualification

|--------------|-----------|------------|----------------|----------|

7. Which Department/ Section are you working in? .................................................................

8. What is your position in the Department? .............................................................................
### Section (B) Organisational Change

9. Has your department experienced change in the following aspects?

<table>
<thead>
<tr>
<th>Type Change</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction of new technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Introduction of new machines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Re-organisation of work (change in the work systems)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The work processes has been transformed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Introduction of new products (fuel efficient engines)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Introduction of new ideas of dealing with customers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Initiatives for continuous quality improvement have been undertaken</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Mistake prevention measures were initiated</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. How much were you involved in the process of the change initiatives listed above?

<table>
<thead>
<tr>
<th>Not at all involved</th>
<th>Not sure</th>
<th>Slightly involved</th>
<th>Moderately involved</th>
<th>Highly involved</th>
</tr>
</thead>
</table>

11. To what extent were you able to adjust to the changes that were introduced?

<table>
<thead>
<tr>
<th>Never adjusted</th>
<th>Not sure</th>
<th>To a Smaller extent</th>
<th>Medium extent</th>
<th>To a large extent</th>
</tr>
</thead>
</table>

12. How far do you agree with the statement, “Change is ambiguous, tiresome and disturb the smooth flow of processes in the organisation?”

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

13. How far do you agree with the statement “I believe I can facilitate successfully the process of change if given the opportunity to”.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

14. Which type of change do you prefer  ........................................................................................................................................
### Section(C) Attitude Towards Organizational Change

15. Indicate the extent to which you agree with the following statements, Use the scale below, Mark with an X where appropriate.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
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<tbody>
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<td>1</td>
<td>2</td>
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</tbody>
</table>

#### Technological change

<table>
<thead>
<tr>
<th>Statement</th>
<th>1.</th>
<th>2.</th>
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<th>4.</th>
<th>5.</th>
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</thead>
<tbody>
<tr>
<td>Introduction of new technology increased productivity in the organisation</td>
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<tr>
<td>Technology creates a much better working environment.</td>
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<tr>
<td>I am afraid to lose my job as a result of electronic machines introduced</td>
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<tr>
<td>The use of new machines generates chaos in the organisation</td>
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<tr>
<td>The wide use of technology generate lack of satisfaction in me</td>
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<tr>
<td>New technology increase morale</td>
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<tr>
<td>New machines complicate the way I do my work</td>
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<tr>
<td>Technology ensure rapid communication for the success of the organisation</td>
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</table>

#### Innovative Change

<table>
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<tr>
<th>Statement</th>
<th>1.</th>
<th>2.</th>
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</thead>
<tbody>
<tr>
<td>Change brings with it massive work to do</td>
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<tr>
<td>Changing the way I do my work gives me confusion</td>
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<tr>
<td>Change results in better products, increased sales and huge profits</td>
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<tr>
<td>Introduction of new products and services is a tiresome process</td>
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<tr>
<td>I am fast to adapt to the new elements introduced by change</td>
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<tr>
<td>Change is necessary for the organization to succeed and remain competitive</td>
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<tr>
<td>New administrative practices complicate my job</td>
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<tr>
<td>Introduction of advanced manufacturing technologies made my work easier</td>
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</tbody>
</table>
16. Indicate the extent to which you agree with the following statement. Use the scale below. Mark X where appropriate.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
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<td>1</td>
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</table>

**Total Quality Management**

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<tbody>
<tr>
<td>The mistake prevention measures introduced are effective</td>
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<tr>
<td>Continuos change and improvement is essential for the organisation</td>
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<tr>
<td>Change is essential for the organisation to remain competitive</td>
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<tr>
<td>Change demand too much emotional interaction with customers</td>
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<tr>
<td>Change facilitate high quality products and customer services delivery</td>
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<tr>
<td>I like being highly involved in formulating quality improvement objectives</td>
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<tr>
<td>I devote quality time in understanding the fundamental objectives of the changes planned in the organisation</td>
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<tr>
<td>Improving quality of products generates opportunities for personal growth.</td>
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<tr>
<td>Change enhance and improves customer service delivery</td>
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**Reorganisation**

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</thead>
<tbody>
<tr>
<td>Reorganisation generates good opportunities and benefits for me.</td>
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<tr>
<td>Decentralization of power generates fear because there is a sensation of loss of control and competency.</td>
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<tr>
<td>Organizational restructuring positively impact company revenues</td>
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<tr>
<td>Reorganisation brings uncertainty leading to job insecurity within me.</td>
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<tr>
<td>Re-organization result in clear offers of career development opportunities</td>
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<tr>
<td>Reorganisation is necessary for the sustainability of the organisation.</td>
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<tr>
<td>Reorganisation threaten my power and status</td>
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<tr>
<td>Reorganisation improve communication channels for continuous improvement</td>
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<tr>
<td>Reorganisation result in additional work load</td>
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</tbody>
</table>

17. As a middle manager I am empowered to decide on what type of change to implement and how to implement it

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
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99
Section (D) Factors Influencing Attitudes towards Change

18. Indicate how much the following aspects influence the way you view change.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
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</thead>
<tbody>
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<tr>
<th>Aspect</th>
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<tbody>
<tr>
<td>Past change experience</td>
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<td>Communication of the change Process</td>
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<tr>
<td>Participation in the change effort/Degree of involvement</td>
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<tr>
<td>Perceived threats and benefits of the proposed change</td>
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<tr>
<td>Opportunity/need for personal growth</td>
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<tr>
<td>Provision of autonomy</td>
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<tr>
<td>Administration of the change process</td>
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<td>My personality</td>
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<td>Supervisor’s support</td>
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<tr>
<td>Co-workers’ perceptions</td>
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<tr>
<td>Uncertainty</td>
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<tr>
<td>Type of change such as technology, restructuring or downsizing</td>
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19. From the above list, which are the top three factors that influence you most? List them below

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- ..................................................................................................................................
- ..................................................................................................................................

20. From your own point of view, what do you think can be done to improve the change process in your organisation

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21. Do you think you are the right person to be involved in implementing organisational change? Give a reason for your answer

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Contact details: Email: rwadzi@yahoo.com Cell: 0739870829.Thank you