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**Developing an Indigenous Model of
Organizational Change:
The Case of Cultural Fit in Asia**

By

Wendi Backler, B.Comm

**A thesis submitted to
the Faculty of Graduate Studies and Research
in partial fulfilment of the requirements
for a Masters in Management Studies**

**Carleton University
Ottawa, Ontario
September 13, 1993**

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Organizational Change:
The Case of Cultural Fit in Asia**

**submitted by Wendi Backler, B.Comm.
in partial fulfilment of the requirement for
the degree of Master of Management Studies**

Thesis Supervisor

Chair, School of Business

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ABSTRACT

Attempts to use North American approaches to organizational change and development in non-Western settings have raised concerns about the appropriateness of these approaches in very different cultural contexts. This research attempts to address these concerns by:

1. Examining the relationship between the outcomes of organizational change and development activities, and cultural fit, and;
2. Developing and testing a model of organizational change and development most likely to be effective in an Asian context.

Results show that differences exist between approaches to organizational change and development most likely to be effective in the Asian and North American contexts which can be attributed to differences in underlying cultural values. Change efforts are more likely to be successful in an Asian context if they attempt to respect hierarchy and status, preserve harmony and personal relationships, and balance individual and group interests. Cultural fit appears to have a greater impact on how organizational development is done, than on what is done.

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1. PROBLEM STATEMENT

1.1 INTRODUCTION

"Change is increasingly important for all organizations... Survival in a global economic marketplace characterized by rapid technological change, short product life cycles, and complex environmental changes depends on effective change management" (Jelinik and Litterer, 1988: 135)

Jelinik and Litterer's observation has been echoed by others (Daft, 1992) who recognize the need for effective organizational change and development practices. This need extends beyond North America and Europe, where Organization Development (OD) and planned change have, in the past, most often taken place.

Attempts to facilitate organizational change elsewhere using techniques developed in the U.S.A. have raised concerns about the appropriateness of these techniques in very different cultural contexts. Despite the growing need to find effective means of managing organizational change in the non-Western world, there has been little in the way of attempts to develop indigenous models of OD. This research will attempt to address this concern by developing and testing a model of organizational change most likely to be effective in an Asian context.

1.2 ORGANIZATIONAL DEVELOPMENT DEFINED

Organization development (OD) is a management approach which has gained prominence in North America, and to a lesser extent in Europe, as a means of facilitating organization change. A variety of definitions of OD exist, many of which reflect OD's value-laden nature. According to Evans (1989), OD tries to bring the norms and values of an organization closer to societal norms and values about a participative, democratic society. Similarly, others see OD as a collection of techniques for intervening in

organization and process within a framework of values (Huse, 1980; Golembiewski 1990). The nature of OD's underlying values are reflected in Ouchi and Price's (1978) definition: OD is "a people and process oriented approach to change that relies on small-group techniques and whose objectives are the improvement of both organizational effectiveness and individual psychological success" (p 26).

For the purposes of this research, OD is broadly defined as any activity "concerned with the deliberate, reasoned introduction, establishment, reinforcement and spread of change for the purpose of improving organizational effectiveness and health" (Huse, 1989:43). This broad definition captures the breadth of current OD practice and reflects its growth from being largely focused on individual development towards more emphasis on strategy and the organization as a whole (Mirvis 1988, Tichy 1983). The underlying norms and values implicit in OD practice and theory today will be discussed later in this proposal.

1.3 THE CROSS CULTURAL APPLICABILITY OF OD

Several authors have raised concern about the applicability of OD in different cultural contexts (Adler, 1989; Evans, 1989; Golembiewski, 1990; Hofstede, 1980; Jaeger, 1986; Kiggundu, 1986; Kubr & Wallace, 1984; Mendonca & Kanungo, 1992; Srinivas, 1992). There is considerable agreement in the literature regarding the need to use caution when attempting to apply OD theory, which is largely grounded in North American organizational science, to non-Western settings. In fact, the inapplicability of OD techniques in different settings has been illustrated by several authors (Barbot-Coldevin, 1990; Bourgeois & Boltz, 1981; Faucheux, Amado & Laurent, 1982;

Kiggundu, 1986). Faucheux et al (1982) stress that "strategies for organizational change cannot be analyzed without proper consideration of their socio-cultural and socio-economic context" (p. 365).

The need for caution when using OD in non-Western settings has been attributed by some to what is referred to as the lack of fit between the underlying values or guiding principles of OD and the macro cultural values present in the non-Western society. Jaeger (1986) examined the underlying values of OD and compared these with the underlying values of 40 countries, based on four cultural dimensions developed by Hofstede (1980). Jaeger's development of five guidelines for selecting and using OD interventions in different cultural contexts is based on the premise that degree of fit between underlying values of OD and the beliefs and values of individuals in a given cultural context will determine probability of success of the intervention.

Findings of other researchers support this premise. In his examination of 100 cases of OD in developing country settings, Golembiewski (1990) found that OD appeared to have more favourable success rates in Western settings but that "success rates can increase if cultural particulars are taken into account" (p 44). The lack of fit with underlying norms and values is often sighted as a reason why specific OD interventions have been unsuccessful (Steele, 1977). Laurent (1989) argues that:

"If organizations reflect their social context, strategies for changing organizations obviously cannot ignore this. Different change strategies are likely to be needed in different cultural environments. A contingent approach to organizational change needs to be developed that takes national culture as its major parameter" (p 92)

1.4 PURPOSE

The purpose of this research is twofold:

1. To develop and test a model of organizational change and development which is more likely to be effective in an Asian cultural context.
2. To examine the relationship between the outcomes (success or failure) of OD interventions and the degree of fit between existing cultural norms and values and the value assumptions inherent in the OD intervention.

1.4.1 An Indigenous Model of Organizational Change

The need for the development of indigenous management models which reflect the particular social, economic, cultural and political concerns of different societies has begun to be more widely recognized in recent years (Kanungo & Jaeger, 1990). According to Brown & Gibson Covey (1987) the need for culturally contingent models of organizational change is particularly important, because OD research and practice is shaped by "shared assumptions about basic organizational metaphors, levels of analysis and core values" (p 59). Despite this recognition of their importance, there is little evidence that culturally contingent theories of change have been developed (Singh, 1983).

1.4.2 Degree of Cultural "Fit"

As discussed above, there is considerable evidence that Western approaches to organizational change and development are not applicable in different cultural contexts. This has led to speculation that the success of OD interventions in different cultures is partially a factor of "cultural fit". Due to the fact that cultural features can differ markedly and change slowly (Hofstede, 1980), "most observers prescribe closeness-of-fit between specific cultures and OD designs" (Golembiewski, 1990: 45). Despite this, Kiggundu et al (1983) found that Western concepts such as OD could be used in Less

Developed Country (LDC) settings without major adjustments if the applications were limited to within the boundaries of the organization.

These seemingly contradictory findings illustrate the need to carefully define and measure the concept of "goodness-of-fit". In Kiggundu et al (1983), measurement of "fit" was based on the extent to which management techniques or organizational theory could be transferred with little or no modification. Jaeger (1986) measured fit in terms of correspondence between the ratings of various countries and OD values along several cultural dimensions.

For the purposes of this research, an approach similar to that used by Jaeger was used to develop the model of effective organizational change and development in the Asian context. The approaches to OD depicted in the model have underlying values which reflect the ratings of the Asian countries along several cultural dimensions. If successful approaches to OD in the Asian context adhere to the model, this will support the underlying premise that the greater the degree of cultural fit, the greater the chance the intervention will be successful. The issue of cultural fit is explored in more detail below in Section 2.4.

2. LITERATURE REVIEW: DEFINING THE MODEL

Prior to developing the model of OD more likely to be effective in the Asian context, an extensive review of the literature undertaken to:

1. Determine the parameters of an 'Asian' cultural cluster to be used for the purpose of this research
2. Define the cultural dimensions upon which the model would be based and the implications of these for organization and management in the Asian context.
3. Explore the underlying values of OD
4. Examine, and develop a definition of, the meaning of "cultural fit" to be used as the basis for developing the model of effective change in an Asian context.

2.1 ASIAN CULTURAL CLUSTER

For the purposes of this research "Asia" includes the countries of Taiwan, Thailand, Hong Kong, Philippines, Singapore, India, Indonesia and Malaysia. Although the author recognizes the diversity of cultures between these nations, as well as between different ethnic groups within individual nations, similarities have been shown to exist (Hofstede, 1980; Ronen, 1986) along several fundamental parameters between societies from this geographic region. Empirical evidence (Ronen, 1986) demonstrates that the between group variation (between the Asian grouping of countries and other groupings of countries) is significantly greater than the within-group variation.

Hofstede (1980) has demonstrated the existence of a cultural cluster which he calls "less developed Asian countries", which includes the countries listed above. This grouping of countries also closely parallels the "Far Eastern" cultural cluster identified by Ronen (1986) who grouped countries on the basis of employee attitudes. Although

an attempt was made to obtain samples of respondents from several of the countries identified above as belonging to the Asian cultural cluster, the sample was largely from Indonesia. Therefore, caution needs to be used when applying the current research findings to the culturally diverse countries which comprise the Asian cultural cluster defined above. The issue of the generalizability of the results will be discussed in more detail in Section 7.

A number of Asian countries which are close in terms of geographic proximity to the above countries were excluded for the purposes of this research. Perhaps most notable is the absence of Japan. Both Hofstede (1980) and Ronen (1986) found that Japanese culture differed significantly from that of the other countries in the grouping. A number of other countries, such as Korea, Laos, China and Brunei were not included in the research conducted by either Hofstede (1980) or Ronen (1986) and therefore are excluded from this study due to lack of empirical data to link them to the Asian cultural cluster.

The author has chosen to focus on the Asian cultural context for several reasons. First, given the fact that the Asian countries have experienced phenomenal economic growth in the last decade, it is likely that the countries of Asia will play an increasingly important and influential role in the world economy. Second, as Hofstede (1990) observes, "there exist profound differences in thinking between East and West. In a world which can only survive through global cooperation, such differences should be explored and understood" (p 159). Third, OD is a new and growing field of interest amongst practitioners and users in Asian countries. Given the rapidly changing and

dynamic business environment, many companies need to learn to anticipate, accommodate and adjust to change. To date, however, OD techniques are not widely known in these countries and have been used only on a piecemeal basis (Putti, 1989). Fourth, the author's own experience in Asia has illustrated the need for a culturally appropriate model of organizational change.

2.2 CULTURAL DIMENSIONS AND THEIR IMPLICATIONS

Hofstede (1990) refers to culture as the "collective mental programming of the mind that distinguishes the members of one group of people from another" (p.5). Culture is not an individual characteristic, but common or shared theories of behaviour (Jaeger, 1986). According to Schein (1981), culture is a deeply rooted and complex phenomenon which has three levels: basic assumptions and premises; values and ideology; and artifacts and creations.

Despite numerous studies which attempt to answer the question "Does culture matter?", there is still considerable debate about the nature of culture's impact on management and organizations. However, significant differences have been found to exist between management practices in North America and those of other cultures (see Ronen, 1986 for overview/summary of comparative literature). Differences in management and organizational practices have been attributed to a wide range of cultural dimensions, as well as a number of other economic, political and regulatory variables. Perhaps most widely used are Hofstede's cultural dimensions based on his survey of more than 116,000 IBM employees in 40 countries.

For the purposes of this research, five cultural dimensions developed by Hofstede (1990) as well as two additional cultural dimensions were used as the basis for assessing the fit between Asian values and the underlying values of organization change and development. Based on this assessment, a hypothetical model of effective organizational change and development in the Asian context has been developed.

The seven cultural dimensions used include: Power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism, long/short term orientation, contextual/abstract thinking, and control over environment. Two additional dimensions have been added to Hofstede's dimensions because they reveal significant differences between Asian and Western cultures - contextual/abstract thinking (Mendonca & Kanungo, 1992; Schneider, 1989), and control over the environment (Schneider, 1989). Table 1 summarizes the scores on each of Hofstede's five dimensions for the Asian cluster as a whole, as well as for individual countries included in the cluster. A description of each dimension along with its implications for management and organization in the Asian context is included below.

2.2.1 Power Distance

Power distance is

"the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally" (Hofstede, 1990: 45).

A fuller picture of the power distance dimension, as well as how it was measured and computed is shown in Appendix 1a.

All of the countries included in the Asian cultural cluster scored high on power distance, which reflects a strong orientation towards paternalistic or autocratic styles of

TABLE 1

RANKING AND SCORES OF COUNTRIES INCLUDED IN THE ASIAN CULTURAL ACCORDING TO HOFSTEDE'S FIVE CULTURAL DIMENSIONS

Cultural Dimensions	Taiwan	Thailand	Hong Kong	Philippines	Singapore	India	Indonesia	Malaysia	United States
Power Distance	29/30 ¹ 58 ²	21/23 64	15/16 68	4 94	13 74	10/11 70	8/9 78	1 104	38 40
Uncertainty Avoidance	26 69	30 64	49/50 29	44 44	53 8	45 40	41/42 48	46 36	43 46
Masculinity	32/33 45	44 34	18/19 57	11/12 64	28 48	20/21 56	30/31 46	25/26 50	15 62
Individualism	44 17	39/41 20	37 25	31 32	39/41 20	21 48	47/48 14	36 26	1 91
Long Term Orientation	2 ³ 87	7 56	1 96	18 19	8 48	6 61	- -	- -	14 29

Source: Hofstede, G. & Bond, M. (1988) "The Confucius Connection: From Cultural Roots to Economic Growth", Organizational Dynamics, 16(4):12-13.

leadership, a belief that status differences are positive and a strong respect for elders (Hofstede 1982). Some of the implications which high power distance has for the ways organizations are managed in Asian cultures is reflected in findings by Laurent (1981). There is a general belief that hierarchy exists in organizations primarily to show who has authority over whom. In addition, managers are expected to have all the answers and it is not desirable for subordinates to question management authority. It is felt that hierarchy is the most efficient way to coordinate activities in an organization and that a flexible structure can lead to anarchy, particularly if a work group's activities are

¹ Rank out of 53 countries

² Score/rating (approximately out of 100)

³ Ranked out of 20 countries

complex.

Mendonca and Kanungo (1992) in their examination of human resource management practices in developing countries found that high power distance had several behavioral implications. Employees are reluctant to exercise autonomy, discretion or freedom on the job and unquestioningly accept feedback from superiors. Joint problem solving and personal initiative are impeded, as well as employee participation in decision making processes.

Several authors have examined the impact of high power distance on Asian management and organizational practices. Poblador (1975) and Flores (1972) found that locally owned firms in the Philippines have far more centralized decision making processes, less equal distribution of monetary rewards and longer administrative hierarchies than U.S. operated firms. Negandhi (1971) found a similar situation in India, as did Deyo (1978) in Singapore where highly centralized decision making was attributed to tight family control and lack of trust beyond narrow groups. In Indonesia, Laurent (1981) found that hierarchy was "the essential organizing and management principle" with the manager being the omniscient controller of hierarchical order.

2.2.2 Uncertainty Avoidance

Uncertainty avoidance is

"the extent to which a society feels threatened by uncertain and ambiguous situations by providing career stability, establishing more formal rules, not tolerating deviant ideas and behaviours, and believing in absolute truths and the attainment of expertise" (Hofstede, 1980: 46).

A fuller picture of the uncertainty avoidance dimension, along with a discussion of how it was measured and calculated is included in Appendix 1b.

Most of the countries in the Asian cultural cluster ranked low on uncertainty avoidance indicating tolerance for ambiguous behaviour, comfort with muddling through unstructured situations, and a tendency not to show emotions. Low uncertainty avoidance means that Asian societies have a tendency to view time and technical precision as less important (Hofstede, 1980). In addition, low uncertainty avoidance is at odds with planning ahead (Hofstede, 1982) which means there is little interest in future oriented improvements.

Findings of other researchers support Hofstede's observations. For example, Negandhi (1971) found that only a small proportion of Indian and Filipino firms had formal procedures for managerial succession or systematic control mechanisms. Flores (1972) found that Filipino firms were vague about defining corporate goals and boundaries and less likely to set quantified targets or controls. In his study of the Thai bureaucracy, Shor (1961) identified what he referred to as a "cultural predilection" for informal and covert control devices which undermine efforts to establish more formal control procedures.

2.2.3 Masculinity/Femininity⁴

According to Hofstede, "masculine" values are those that stress

"assertiveness, the acquisition of money and things, and not caring for others, the quality of life or people" (Hofstede, 1980: 46).

The way in which this dimension was measured and computed, together with a fuller

⁴ Hofstede has adopted the terms "masculine" and "feminine" in an effort to describe groups of values identified in his research. In fact, the values which these terms are meant to describe can be either masculine or feminine. Therefore, caution must be used to distinguish the terms "masculine" and "feminine" as used by Hofstede to describe this dimension and the more generally accepted use of these terms

description of it, is included in Appendix 1c.

The countries of the Asian cultural cluster scored medium levels of masculinity. For the most part, this indicates a low social acceptance of assertiveness, strong ambition and competitiveness. However, it is acceptable if leaders display pride in performance, assertiveness and material success, but they are expected to share their success (Hofstede, 1982).

It is important to clarify what is implied by a medium score on this dimension. Asian cultures do not emphasize performance, recognition or challenging oneself in the same way as the U.S. culture, which is why they have not scored as high as the U.S. on this dimension. However, Asian cultures do not appear to display higher levels of several of the "feminine values", as might be implied by Hofstede's use of a continuum to depict this dimension. It is the opinion of the author that Asians are less likely to show emotions or sympathy for the weak (feminine characteristics) than their American counterparts, despite the fact that they have scored closer to the feminine end of the continuum than the U.S. This, in turn, seems to suggest orthogonality of these dimensions.⁵

Hofstede's score of medium levels of masculinity/femininity for countries in the Asian cultural cluster appears to be consistent with findings of other researchers. For example, Flores (1972) found that Filipino employees lacked a sense of urgency, aggressiveness and initiative.

⁵ Triandis (1993) in his review of Hofstede's book, "Software of the Mind", also raises concerns about Hofstede's methodological approach and his efforts to interpret his data. Triandis suggests that in some instances Hofstede has oversimplified things and in doing so, has only presented a partial picture (p 133).

2.2.4 Individualism/Collectivism

Individualism "implies a loosely knit social framework in which people are supposed to take care of themselves and their immediate families only, while collectivism is characterized by a tight social framework in which people distinguish between in-groups and out-groups and expect their in-group to look after them, and in exchange they feel they owe absolute loyalty to it" (Hofstede, 1980: 45).

Appendix 1d includes a full description of this dimension as well as a discussion of how it was measured and computed.

Asian countries are, for the most part, collectivist and hence scored low on individualism. This implies a strong emphasis on conformity and avoidance of conflict. In addition, low individualism means that relationships between employees and employers is moral in nature and that relationships are more important than tasks. Employers also have a strong obligation to their relatives. Considerable emphasis is placed on harmony and preservation of face and opinions are pre-determined collectively (Hofstede 1982).

Mendonca & Kanungo (1992) found that in low individualism societies work is a means to maintain family rather than a means of self-fulfilment, hence work design is more effective if it focuses on teamwork, task significance and feedback from others. They also found that employees focus less on task achievement (group concerns are more important) and that pay for individual performance was less effective than recognition and group-based rewards.

Laurent (1981) found that Indonesians were far more likely than Americans to feel that avoiding open conflict was a major task of management, and that most organizations would be better off if conflict could be completely eliminated. At the same time he found that a "sense of belonging, loyalty and commitment, harmony of relationships and

group consensus are very important values" (Laurent, 1981).

Sinha's (1984) task versus people orientation is a cultural dimension very similar to Hofstede's individualism/collectivism dimension. Sinha's examination of Indian management styles revealed that most Indians prefer personalized rather than contractual relationships. This is similar to the situation in the Philippines, where the employee/employer relationship is "family-like" (Mendoza, 1991) and priority in promotions is often given to friends or relatives (Flores, 1972).

2.2.5 Long Term vs Short Term Orientation

Concerned about the potential cultural bias of his original instrument, Hofstede became interested in the findings of researchers using a Chinese Value Survey administered in 23 countries (Hofstede & Bond, 1988). Three of the four cultural dimensions identified correlated closely with Hofstede's parameters - power distance, individualism/collectivism and masculinity/femininity. There was no corollary for Hofstede's uncertainty avoidance dimension, but a fourth distinctly different dimension, long term vs short term orientation or "confucian dynamism" was identified. For a description of this dimension see Appendix 1e.

All of the countries in the Asian cultural cluster scored relatively high on this dimension, whereas the U.S. scored low. Long term orientation appears to reflect a number of confucian values, as follows (Hofstede 1990):

- * Adaptation of tradition to modern context
- * Respect for social and status obligations
- * Thrift (or being sparing with resources)
- * Perseverance towards slow results
- * Willingness to subordinate oneself for a purpose

- * Concern with respecting the demands of virtue, a sense of shame and emphasis on what one does (as opposed to what one believes)

According to Hofstede (1990) high long term orientation gives Asian cultures a strategic advantage: "Western thinking is analytical, while Eastern thinking is synthetic...science may benefit from analytical thinking, but management and government are based on the art of synthesis" (p 173). In addition, this cultural dimension is seen as being supportive of entrepreneurial activity.

Unfortunately, due to the newness of this dimension, there has been little research which explores the implications which this dimension has on management and organizational practices. In fact, past research seems to indicate that Asian firms have a shorter range management philosophy than their American counterparts, (Flores, 1974; Negandhi, 1971).

2.2.6 Contextual(Associative)/Abstract(Principle-Dominant) Thinking

"In associative cultures, people utilize associations among events that may not have much logical basis, whereas in abstractive cultures, cause effect relationships or rational Judeo-Christian types of thinking are dominant" (Kedia & Bhagat, 1988: 566)

Several researchers have incorporated this dimension into cross cultural examinations of managerial behaviour (Jaeger & Kanungo, 1992; Jaeger, Kanungo & Srinivas, 1992; Mendonca & Kanungo, 1992; Schneider, 1989). Unfortunately, the author has not been able to locate specific information about how this dimension was measured and computed.

According to Mendonca & Kanungo (1992) developing societies, such as those in Asia, score high on contextual or associative thinking and therefore display behaviour

which is determined by the immediate context and not by normative work ethics or abstract principles. Because they live in a present which is constantly changing, Asians are sometimes perceived by principle or abstract dominant societies such as North America, as being unpredictable. Context or associative dominant behaviour means that employees are reluctant to exercise autonomy and accept personal responsibility for job results, and are less likely to follow standard guidelines and policies (Mendonca & Kanungo, 1992).

According to Schneider (1989), "the use of analytic [principle-dominant] methods of interpretation cannot be universally applied" (p 153). In Asian cultures..."the technology of decision analysis must be treated with caution because of the different forms of subjective probability which appear to exist" (Redding, 1980: 133). Furthermore, "computational analytic management techniques have difficulty being accepted as they lack the inspirational, charismatic power of direct and personalized decision making" (Lasserre, 1983:41).

2.2.7 Control over the Environment

Schneider (1989) uses this dimension in her examination of the cross cultural applicability of strategic planning techniques. According to her, control over the environment reflects a tendency to feel that the external environment can be managed, and that this requires a pro-active approach. In contrast, Asian societies have a greater tendency to adapt to their environment, rather than attempting to control it, and hence tend to be more reactive or fatalistic. Unfortunately, further details regarding the measurement of this dimension have not yet been obtained by the author.

2.3 UNDERLYING VALUES OF ORGANIZATIONAL CHANGE AND DEVELOPMENT

As discussed previously, much reference is made in the literature to the value-laden nature of approaches to organizational change and development. Evans (1989) concludes that "it has been clearly established that the technology that is associated with OD and planned organizational change is culture bound or at least perceived differently in different organizational contexts" (p 10). In order to develop a model of effective organizational change and development for the Asian cultural context, it is important to examine the underlying values of OD.

Jaeger (1986) attempted to relate the underlying values of OD as defined by Tannenbaum and Davis (1969) to Hofstede's cultural dimensions. He concluded that OD values rate as follows:

Power distance:	Low
Uncertainty avoidance:	Low
Masculinity:	Low
Individualism:	Medium

According to Jaeger, persons at different hierarchical levels in an organization must interact openly to resolve problems, which necessitates a low or medium power distance. In addition, if problems are to be discussed openly, a low uncertainty avoidance is needed. Low masculinity is seen as being consistent with the OD practice of bringing feelings out and discussing them openly in the solution of problems. Finally, a medium level of individualism is seen as contributing most to efforts for organizational change and development; high individualism is inconsistent with collaboration and team building and high collectivism is inconsistent with individual differences and

performance.

Other authors support Jaeger's classification. Sashkin has argued that OD has an ethical imperative to promote a more democratic, participative workplace. Sashkin & Burke (1987) provide evidence that OD's emphasis on participation in management and employee involvement has grown over the years and will continue to grow. Golembiewski (1990) has found that OD attempts to move organizations closer to being "regenerative systems" which are characterized by high openness, high ownership, low risk and high trust.

Despite considerable support for Jaeger's classification of OD values, this approach has also been criticized. According to Golembiewski (1992), the major weakness of Jaeger's attempt to make a broad categorization of OD values is the fact that "OD interventions cover a substantial normative range" (p 271). In addition, the four cultural dimensions used have been shown not to be all-inclusive, suggesting that they may be culturally-biased (Hofstede & Bond, 1988).

2.4 THE ISSUE OF CULTURAL FIT

2.4.1 Defining the Meaning of "Fit"

It can be seen from Table 2 that significant differences exist between the ratings for Asia, the USA and OD for several of the dimensions. What are the implications of these differences for approaches to organizational change and development in an Asian cultural context?

TABLE 2
RATINGS OF ASIAN, OD AND USA VALUES
ALONG SEVEN CULTURAL DIMENSIONS

<u>CULTURAL DIMENSIONS</u>	<u>RANKING</u>		
	ASIAN COUNTRIES	OD	US
1. Power Distance	High	Low	Low
2. Uncertainty Avoidance	Low	Low	Low
3. Masculinity	Medium	Low	High
4. Individualism	Low	Medium	High
5. Long Term Orientation	High	High	Low
6. Associative/Context Dominant Behaviour	High	Medium ⁶	Low
7. Control Over Environment	Low	High ⁷	High

This research is based on the assumption that the degree of fit between underlying norms and values of a society and those of the OD intervention affects the relationship between the OD intervention (independent variable) and the outcome or success of the intervention (dependent variable). It appears that degree or goodness of fit may act as a moderating variable, having a contingent effect on the independent-dependent variable

⁶ This rating is based on the author's understanding and assessment of these dimensions and the underlying values of OD.

⁷ Ibid.

relationship (Cosenza, 1988). This is depicted in Diagram 1. In other words, although past research suggests that the success of an OD intervention (the dependent variable) is related to the type and characteristics of the intervention, this relationship may only hold for situations where there is fit between underlying values.

Prior to development of the model of effective OD in the Asian context, it is necessary to explore further the concept of fit. Past research has tended to focus on the fit between the underlying values of OD and national culture (eg. Jaeger, 1986). In other words, the closer the underlying values of OD are to the underlying values of the culture, the more likely the OD intervention will be successful. This definition of cultural fit is depicted in Diagram 2a.

However, there is considerable evidence that concerns about fit between OD values and existing culture may be unfounded. Golembiewski (1992) examined the extent to which difference in OD values and cultural values correlated with the success of 100 OD projects in developing countries. His results not only showed that degree of fit was not related to the success of the interventions, but provided evidence that perhaps the opposite was true; "the closer the degree of cultural fit, the less successful the project" (p 277).

DIAGRAM 1**IMPACT OF "CULTURAL FIT" ON
OUTCOMES OF OD INTERVENTIONS**

Prior to Golembiewski's study, there had been some recognition of the fact that OD values do not have a close fit with American values, despite the fact that OD originated in the United States and has enjoyed fairly high success rates there (Golembiewski, 1982). (See Table 2). According to Evans (1989):

"OD embodies certain mainstream [American] values - a concern for power equalization, and for balancing structure and risk minimization with tolerance for uncertainty and risk taking. On the other hand, OD reflects values that run against the modal current of American culture: a concern for collectivism (teamwork and cooperation) that runs counter to the predominately individualistic values...and a concern for the feminine values of the quality of working life, nurturance and the open expression of feelings" (p 9).

To some extent, it appears that OD in the United States has grown out of a need for organizations to minimize the potential negative impact of certain existing cultural values. Indeed it may be that "OD is necessarily a counter-culture in the United States, reflecting the latent side of a duality that its society must cope with" (Evans, 1989: 33). For example, in the US high levels of individualism and masculinity can be counter-productive in an organizational environment when taken to their extremes. Hence, OD attempts to move individuals, groups and organizations towards the opposite end of the continuum, towards a greater collectivist orientation and more feminine values. However, it may be that a completely different approach (such as moving towards greater emphasis on the individual and greater masculinity) is needed in the highly collectivist Asian cultures.

DIAGRAM 2

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THEORETICAL MODELS OF THE IMPACT OF "CULTURAL FIT" ON OUTCOMES OF OD INTERVENTIONS

- 2a. Degree of Fit Between OD Values and Asian Values as Moderating Variable Between the Independent Variable (Intervention) and the Dependent Variable (Outcome/Effectiveness)

- 2b. Degree of Fit Between US Values and Asian Values as Moderating Variable Between the Independent Variable (Intervention) and the Dependent Variable (Outcome/Effectiveness)

It appears, therefore that the concept of fit between OD values and existing culture as a determinant of success may not be valid. A more appropriate assessment of fit would be provided by a comparison of Asian and U.S. values (see Diagram 2b). This is done in the following section and forms the basis for the development of the model of change more likely to be effective in the Asian context.

2.4.2 The Fit Between Asian and American Values

As demonstrated in Table 2, considerable differences exist between the ratings of American and Asian cultures along a number of dimensions. The implications of these differences for approaches to organizational change are discussed below in terms of those Asian values which appear most inconsistent with U.S. values.

2.4.2.1 Respect for Hierarchy and Status

The high power distance of the Asian cultures is diametrically opposed to the low power distance of U.S. culture. Therefore, U.S. approaches to OD which emphasize equality, participation and democratization of the work force may be less appropriate in Asia. In fact, "OD's attachment to participative approaches is seen as bewildering in cultures with a clear preference for authoritarian paternalism" (Evans, 1989: 21).

However, it is important to note that increasing the involvement and inputs of employees is often desirable in the Asian context, as long as equality and breaking down of existing hierarchies are not prerequisites to greater involvement. In Asia, consensus does not necessarily mean agreement, rather that each person understands their relationship and that of others to the decision made (Maruyama, 1984). In the United States, consensus and participative decision making are based on the assumption that

individual opinions are important and of equal weight.

As an example, approaches to OD which stress participation of superiors and subordinates on an equal basis, such as MBO, are less likely to be effective in Asia. Hofstede (1980) examined the underlying values of MBO and concluded that, in order for it to be effective;

"...subordinates [must be] sufficiently independent to negotiate meaningfully with the boss...both are willing to take risks...performance is seen as important by both" (p 58).

This implies low to medium power distance, low uncertainty avoidance and high masculinity, which is quite different from the high power distance and medium masculinity which characterizes Asian cultures. It is likely that the use of MBO in the Asian context would make superiors uncomfortable, and subordinates would spend their time trying to figure out what their bosses want.

2.4.2.2 Preservation of Harmony and Face

The high collectivist ranking of Asian cultures, combined with high power distance, low uncertainty avoidance and high associative/context dominant behaviour are reflected in the strong need to preserve harmony and "face". American culture, on the other hand, values open and frank communication. In addition, individuals will quickly take a confrontational stance to defend abstract principles or ideals. Traditionally, OD techniques have stressed open communication, sharing of feelings and confrontation as constructive ways of solving problems (eg. T Groups, Confrontation Meetings). Such an approach is unlikely to be suitable in the Asian context due to the desire to avoid conflict and disharmony at any cost.

This is reflected in findings of Deyo (1978) who found that Chinese supervisors in US firms in Singapore expressed a great deal of dissatisfaction with Western decision making processes which required extensive negotiation and mutual consultation because this necessitated confrontation. Putti (1989) in his survey of 49 Singaporean firms that had attempted to use OD found that one of the major barriers to successful intervention was lack of an open climate for discussion.

2.4.2.3 Collectivist Orientation

Asian cultures are strongly collectivist in orientation and have medium levels of masculinity (Hofstede & Bond, 1988). Americans, in contrast, are strongly individualistic with high masculinity. Most approaches to OD, while attempting to encourage teamwork and cooperation (ie. collectivist values), continue to respect the value of the individual and stress the importance of individual initiative and achievement. Performance appraisals and rewards are largely based on individual performance. Individual initiative in solving problems, as well as individual achievement, is encouraged.

Approaches to OD which rely on competitiveness, individual initiative and an assumption of achievement orientation may be less likely to be successful in an Asian cultural context. This is illustrated by Mendoza's (1991) description of how effective Asian managers reward employees:

"...not by singling them out as super stars or by ostentatiously giving them big bonuses as this only fuels jealousy and disgust - but with personal gestures that convey understanding, affection and trust" (p 3).

3. *A MODEL OF EFFECTIVE ORGANIZATIONAL CHANGE IN THE ASIAN CONTEXT: HYPOTHESES AND RESEARCH QUESTIONS.*

The previous discussion has attempted to illustrate the fact that approaches to organizational change and development "are firmly rooted in a particular set of values, and these values cannot be divorced from the American setting of their birth" (Evans, 1989: 33). Given that there is a considerable lack of fit between U.S. and Asian values, it is unlikely that existing American approaches to OD will be effective (ie. achieve their intended goals) in the Asian context. What is needed is an indigenous model of organizational change which reflects the unique needs of Asian organizations and managers. The preceding analysis has provided the basis for development of such a model.

The development and testing of a model of effective organizational change in the Asian context is based on the underlying hypothesis that:

- H1** Approaches to organizational change and development which reflect the underlying management values and norms of Asian societies will be more likely to be effective in the Asian context.

If approaches to organizational change and development which reflect the model developed are found to be effective in the Asian context, this will support the above hypothesis.

It should be noted that the model developed, which will be described below, is intended to identify approaches to organizational change and development in those areas where significant differences exist between the underlying cultural values of the U.S. and the Asian cultural cluster. Therefore, the model leaves open the possibility that there will be some similarities between successful change efforts in the two cultures. Indeed,

Sashkin & Burke (1987) have identified a number of characteristics of successful OD which appear to be generic.

The hypothesized model of effective organizational change and development in Asia is summarized in Table 3, along with the corresponding cultural attributes, and shown diagrammatically in Diagram 3. Characteristics of effective change in the American context are also shown in Table 3 to illustrate the hypothesized differences in approach.

The different characteristics of the model are discussed below under the following headings:

1. Nature of the Change Effort
2. Pre-Conditions for Change
3. Leadership of the Change Effort
4. Techniques and Tactics
5. Success of Interventions
6. Control Variables

3.1 NATURE OF THE CHANGE EFFORT

For the purposes of this research, nature of the change effort will refer both to the "process" and "product" of the intervention (Azzaretto, 1985). According to Evans (1989) "substance and process can no longer be separated in coming to grips with complex challenges, and consequently the boundaries of the field of OD have become and will become necessarily more blurred" (p. 3).

DIAGRAM 3
**MODEL OF EFFECTIVE OD AND CHANGE
IN AN ASIAN CONTEXT**

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**OD
INTERVENTION** → **OD
EFFECTIVENESS
IN ASIA**

Nature of Change Effort

H2 RESPECTS HIERARCHY AND STATUS

H3 PRESERVES HARMONY/FACE

H4 COLLECTIVE ORIENTATION

Pre-Conditions for Change

**H5 VISIBLY SUPPORTED BY POWERFUL
STAKEHOLDERS WHO DECREE CHANGE**

H6 EXTERNAL PRESSURE

Leadership

TRANSFORMANT TASK LEADERSHIP STYLE

TABLE 3
HYPOTHESIZED MODELS OF EFFECTIVE CHANGE IN THE ASIAN AND
NORTH AMERICAN CONTEXTS

CHARACTERISTICS OF EFFECTIVE OD IN ASIA	CULTURAL ATTRIBUTES	CHARACTERISTICS OF EFFECTIVE OD IN NORTH AMERICA	CULTURAL ATTRIBUTES
NATURE OF CHANGE EFFORT			
1. Respect hierarchy and status differences (H2)	High power distance	1. Emphasizes equal participation, "democratization" of workforce	Low power distance
1.1 Decision making moves toward greater involvement of staff at various levels, takes form of mechanism for providing input rather than equal participation or destruction of hierarchy		1.1 Stress on participation implies breaking down of hierarchy, establishment of more egalitarian norms	
1.2 Equal participation is encouraged at peer level only		1.2 Equal participation of staff regardless of level is encouraged	
1.3 Questioning management authority and criticizing too much is avoided		1.3 Management authority can be challenged, management can be criticized	
1.4 Staff at all levels receptive to being involved/consulted in change process		1.4 Involvement or consultation of staff implies input is given equal weight, regardless of level	
2. Respect need to preserve harmony and concern for "face" (H3)	High collectivism Low individualism High power distance Low uncertainty avoidance Context dominant behaviour	2. Encourage open communication and confrontation to solve problems	Low collectivism High individualism Low power distance Low uncertainty avoidance Principle dominant behaviour
2.1 Open and frank communication and exchange of feelings is not emphasized		2.1 Open and frank communication and sharing of feelings is important	
2.2 Confrontation, direct criticism and open conflict are avoided		2.2 Confrontation is encouraged	
2.3 In public meetings, items which all agree on are emphasized, matters of conflict or hurt feelings are dealt with privately		2.3 Airing and open discussion of matters of disagreement is constructive	
2.4 "Go-betweens" have important role		2.4 "Go-betweens" play a role only when open conflict/confrontation has not resolved problem	
3. Adopt a "collective" orientation (H4)	High collectivism Medium masculinity	3. Encourage teamwork, but not at the expense of individual initiative	High individualism High masculinity
3.1 Avoid rewarding or evaluating success strictly on an individual basis		3.1 Performance appraisals and rewards should focus primarily on individual performance	
3.2 Emphasize finding collective solutions to problems, with some emphasis on individual initiative		3.2 Individual initiative in solving problems is encouraged, along with a team approach	
3.3 Focus on task as opposed to individual when trying to bring about change in behaviours		3.3 Encourage individuals to take personal responsibility for altering their behaviour	

CHARACTERISTICS OF EFFECTIVE OD IN ASIA	CULTURAL ATTRIBUTES	CHARACTERISTICS OF EFFECTIVE OD IN NORTH AMERICA	CULTURAL ATTRIBUTES
PRE-CONDITIONS FOR CHANGE			
4. Visible support for change by powerful stakeholders, who decree that change will take place (H5)	High power distance Reactive/fatalist	4. Change can, theoretically, be initiated by any level, and is most effective if everyone equally in the change decisions	Low power distance Pro-active
5. External pressure for change, due to changing environment or visible gap in between performance and objectives (H6)	Context dominant behaviour	5. Impetus for change can be external or internal	Principle dominant behaviour
LEADERSHIP OF THE CHANGE PROCESS			
6. Nurturant task leadership style (H7)	High power distance	6. Open, participatory leadership style	Low power distance
6.1 Paternalistic, provides clear direction, sets example, fosters involvement	High collectivism	6.1 Egalitarian approach, stresses importance of participation by all	Low collectivism
6.2 Credibility is function of social status education, past achievements		6.2 Credibility by demonstrating quick and tangible results	
6.3 Motivates staff through use of peer pressure, sense of loyalty and belonging		6.3 Motivates staff by emphasis on performance	

3.1.1 Hierarchy and Status Differences

It is hypothesized that:

H2 Approaches to organizational change and development which respect the existing hierarchy and status are more likely to be successful in the Asian context.

As discussed above, this characteristic differs from the American approach to change which emphasizes equal participation and democratization of the work force. In the Asian context, change is more likely to succeed if:

- * Decision making moves toward greater involvement of staff at various levels, and takes the form of a mechanism for providing input rather than stressing equal participation or destruction of the hierarchy. In the American context, the stress on participation implies breaking down the hierarchy and the establishment of more egalitarian norms.

- * Equal participation is encouraged at the peer level only. In the U.S., equal participation of staff regardless of level is encouraged.
- * Questioning of management authority and being overly critical is avoided. By contrast, management authority can be challenged and management can be criticized in the American context.
- * Staff at all levels are involved or consulted in the change process. The nature of this involvement will differ from the American situation where involvement and consultation of staff creates an expectation that all inputs are given equal weight. This expectation would not be present in an Asian context.

3.1.2 Preservation of Harmony and "Face"

It is hypothesized that:

- H3 Approaches to organizational change and development which respect the need to preserve harmony and the concern for face are more likely to be successful in the Asian context.

This approach to change is markedly different to the one espoused by traditional American approaches to OD. Change is more likely to succeed in Asia if:

- * Open and frank communication and exchange of feelings is not made a requisite part of the change process. With American approaches to change, this type of approach is considered to be key to success.
- * Confrontation, direct criticism and open conflict are avoided. In the American setting confrontation and getting conflict into the open are seen as being effective ways to solve problems.
- * In public meetings, items which all agree on are emphasized. Matters of conflict or hurt feelings are, in turn, dealt with privately. Airing and open discussion of matters of disagreement is seen as being constructive in traditional OD approaches.
- * Go-betweens have an important role to play. Whereas in the U.S. go-betweens or third-party negotiators are considered a last resort and only used when direct communication and confrontation has broken down, in Asia this approach is preferred and does not signal a breakdown in normal face-to-face communication.

3.1.3 Collective Orientation

It is hypothesized that:

H4 Approaches to organizational change and development which reflect a collective orientation are more likely to be effective in the Asian context.

Traditional OD techniques encourage teamwork, but not at the expense of individual initiative. In contrast, change efforts which encourage achievement and individual performance, but not at the expense of the existing collective orientation, are more likely to be successful in Asia. In other words, change is more likely to succeed if:

- * An attempt is made to avoid rewarding or evaluating success strictly on an individual level. American approaches to OD are usually consistent with appraising and rewarding employees on an individual basis.
- * Finding collective solutions to problems is emphasized, with some encouragement of individual initiative. To some extent this is the reverse of the American approach which emphasizes individual initiative in problem solving, along with some encouragement towards a team approach.
- * Focus on tasks as opposed to individuals when trying to bring about change in behaviours. This differs subtly from the common approach used in the U.S. which encourages individuals to take personal responsibility for altering their behaviour.

3.2 PRE-CONDITIONS FOR CHANGE

According to Porras and Robertson (1987) four pre-conditions must exist in order for change efforts to be successful:

1. Client system involvement and a strong desire for change
2. Recognized need for change and dissatisfaction with the status quo
3. A willingness to break old patterns and take risks
4. A climate that supports open, experimental behaviour and is high in trust and risk taking.

It appears that these pre-conditions may also be necessary for successful organizational change to occur in the Asian context. In addition to these, however, it is

likely that some additional pre-conditions will need to exist.

3.2.1 Visible Support by Powerful Stakeholders

Because of the high power distance and a reactive or fatalistic orientation, it is hypothesized that:

- H5** Change efforts which are visibly supported by powerful stakeholders and which are initiated by decree by those with legitimate authority are more likely to be successful in the Asian context.

Traditionally, approaches to change have been based on the assumption that change can be initiated by any level, but is more likely to be effective if everyone participates in the decisions regarding whether or not to change, as well as the nature of the change.

3.2.2 External Pressure for Change

As discussed earlier, Asian cultures have a higher propensity for associative or context dominant behaviour, which means that they will be less likely to base their actions on abstract principles or ideals. For this reason it is hypothesized that:

- H6** Change efforts which result from external pressure, due to a changing environment, crisis, or a visible gap between performance and objectives, are more likely to be successful in the Asian context.

In contrast, OD has traditionally been based on the assumption that impetus for change can be either external or internal. For example, it is not uncommon in the West for companies to undertake change because they want to improve performance, despite the fact that present performance is satisfactory. This hypothesis assumes that this would be highly unlikely in the Asian context.

3.3 LEADERSHIP OF THE CHANGE PROCESS

Given the strong respect for hierarchy and status in the Asian context, it is likely that the leader of the change process plays a greater role than he or she would in the American context in determining the success of the intervention. The leadership style used to facilitate change must be consistent with existing norms and values of what constitutes a "good leader". Khandwalla (1984) and Sinha (1984) have identified a model of effective leadership in an Asian context (specifically India) which they refer to as the nurturant-task leader. This type of leader nurtures his or her subordinates (cares for their personal well-being and growth) but makes his or her nurturance contingent on the subordinate's task accomplishment (Sinha, 1984). In return, the subordinate readily accepts the boss's higher status and respects and obeys him or her willingly.

It is hypothesized that:

- H7 Leadership of the change process which conforms to the qualities of the nurturant task leadership style is more likely to result in successful outcomes in the Asian context.**

Change efforts are more likely to be successful if the leader of the change efforts displays the following:

- * A paternalistic approach with subordinates and a sense of clear direction. In addition, the leader needs to set an example through his or her actions and be seen as making a genuine effort to foster a sense of involvement in the change process. In contrast, leadership of change efforts in the U.S. tends to emphasize an egalitarian approach, which stresses the importance of equal participation by all.
- * Credibility or legitimate authority. Whereas in the American context a leader can gain credibility by demonstrating quick and tangible results, credibility in the Asian context is more likely to be a function of social status, education and past achievements.

- iv Motivation of staff through use of peer pressure and the fostering of a sense of loyalty and belonging. Although traditional approaches to OD try to foster 'team spirit' as a source of motivation, rewards are still largely contingent on individual performance.

3.4 TACTICS AND TECHNIQUES

There is evidence to suggest that some OD tactics may be more appropriate in the Asian context than others. For example, Putti (1989) found that "because of lack of openness and the greater degree of power distance, techniques such as MBO, sensitivity training and group discussion may not be applicable to Singapore and other Asian cultures" (p 270). Evans (1989) came to a similar conclusion about survey feedback, confrontation, process consultation and appraisal techniques, due to concerns about loss of face in Asian cultures.

Examination of individual OD tactics and techniques reveal that some reflect values which are more applicable to Asian cultures than others. As an alternative means of testing the underlying hypothesis that change efforts which reflect Asian values are more likely to be successful, intervention tactics and techniques have been classified into three groups to reflect the extent to which the underlying values of the specific intervention are consistent with the hypothesized model of effective organizational change in Asia:

1. Least likely to be effective in the Asian context
2. May be effective in the Asian context but requires some adaptation
3. Most likely to be effective in the Asian context.

The classification of intervention techniques by their likelihood of success in Asia, as determined by degree of fit with the hypothesized model of effective organizational

change, is shown in Table 4. Data has been collected on the actual usage and success of different techniques in Asia and compared with these classifications. The findings are presented in Section 5.1.3. Rationale used for categorizing each of the techniques is included in Table 14 in Section 5.1.3.

TABLE 4
CLASSIFICATION OF OD TECHNIQUES ACCORDING TO
PREDICTED SUCCESS IN THE ASIAN CONTEXT

MOST LIKELY TO BE EFFECTIVE	Third Party Peacemaking Transactional Analysis Training Coaching/Mentoring
MAY BE EFFECTIVE WITH SOME ADAPTATION	Survey Feedback Team Building Open Systems Planning Strategic Change Culture Change Process Consultation Differentiation and Integration Organizational Design/Formal Structure Work Design
LEAST LIKELY TO BE EFFECTIVE	MBO Individual Reward Systems T Groups Organization Confrontation Intergroup Relations Quality of Work Life (QWL)

It should be noted that classification of OD techniques in terms of their likelihood of success in the Asian context is not meant to imply that all of these techniques are always successful in the American context. Past research suggests that several of these techniques may not be effective in the USA (Beer et al, 1990), for example laboratory training (Powell & Stinson, 1971), T Groups (Willits, 1972) and participatory decision making (Locke et al, 1984).

The framework of intervention techniques developed by Huse and Cummings (1989) has been used to examine the applicability of specific organization change and development tactics and techniques in the Asian context. In addition, several techniques mentioned by Fagenson & Burke (1990) in their review of OD techniques were added to the Huse & Cummings list.

3.5 SUCCESS OF INTERVENTIONS

In order to test the model of effective change, it is important to be able to measure "success" in a consistent way. Although there have been several studies which have arrived at the common conclusion that OD success rates in North America are quite high (Golembiewski, 1990), there is little consensus regarding what constitutes success and how it should be measured. Examples of measurements of success range from Golembiewski's (1990) largely subjective classification of OD outcomes in to one of four categories, to Porras and Berg's (1978) method of rating success on the basis of 308 different variables. Several authors have made reference to difficulties involved in evaluating and measuring the success of organization change programs (Woodman, 1989).

For the purposes of the proposed research, success is defined as the extent to which the intervention has achieved positive or intended effects. The method of determining success used for the purposes of this research was subjective assessment by a change agent, participant in the change process, or informed observer, of impact based on the four categories used by Golembiewski (1990): Highly positive and intended effects (success), definite balance of positive and negative effects (limited success only), no

appreciable effect (not able to tell), negative effect (failure).

An attempt was made to determine success on the basis of two additional methods:

1. A measurable improvement in performance indicators such as profits, turnover, and absenteeism, resulting from the change effort.
2. Extent to which changes resulting from the change effort have been sustained over time.

However, information for determining success on the basis of these last two measurements was unavailable. In the first instance, organizations were either reluctant to, or did not, provide this type of information to the change agents interviewed. In the second instance, most cases which were examined had occurred in the fairly recent past, making it difficult for the author and the change agents to determine whether the change would be able to be sustained over time.

3.6 CONTROL VARIABLES

Considerable empirical evidence exists which indicates that the success of OD intervention may be related to a variety of factors. In order to isolate the impact of culture, an attempt was made to control for a number of these factors by gathering information on the following variables, many of which have been shown to be related to the relative success of the change effort:

1. Size of the organization (Putti, 1989)
2. Ownership (Golembiewski, 1990; Putti, 1989)
3. Accessibility of needed resources, internal and external (Jaeger, Kanungo & Srinivas, 1992; Golembiewski, 1990)
4. Use of external change agent(s)
5. Age of organization
6. Industry sector (manufacturing, services, etc)
7. Previous change efforts

4. METHODOLOGY

Due to the difficulties inherent in obtaining sufficient empirical evidence to test for the hypothesized model with a single methodology, a multi-stage methodology was used. Two separate approaches were undertaken:

1. Written Questionnaires
2. Interviews of Change Agents

The written questionnaires were administered to comparable samples of North American and Asian respondents to test the assumptions of the model of effective change, as well as the way in which underlying cultural values are related to approaches to OD. The interview of change agents provided information about the practice of OD as well as the effectiveness of approaches to change in the Asian context. A case meta-analysis was going to be used to examine the extent to which the successes of published cases of organizational change in Asia correspond with the hypothesized model of effective change. Due to the successful collection of data for the first two instruments, the case meta analysis was not carried out in accordance with the recommendations of the Proposal examining board. The case meta-analysis was initially included as part of the methodology because of the uncertainties associated with data collection for the written questionnaires and the interviews of change agents in Asia. Although a formal case meta-analysis was not done, cases were used to help interpret the findings of the research. The two methodologies used, as well as how these differ from what was initially proposed, are discussed in detail below and summarized in Diagram 4.

CHANGES MADE TO DATA COLLECTION METHODS
AND INSTRUMENTS

Data collection from Asian respondents for the written questionnaires and the interviews of change agents took place in Indonesia during August 1992, and corresponded with the author's work in the region. The written questionnaires were administered to North American respondents in January and February of 1993. Data coding and compilation took place in February and March, 1993.

4.1 WRITTEN QUESTIONNAIRES

The written questionnaires were designed to collect three types of information:

1. Control variables, including background of respondents, his/her organization and prior experience with change
2. The degree to which a number of characteristics are, and should be, present in the respondent's organization (OD VALUE SURVEY)
3. The extent to which respondents agree or disagree with a number of statements about effective approaches to change in their organizations (HYPOTHESIZED MODEL OF EFFECTIVE CHANGE)

The research instrument is included in Appendices 2 and 3. Originally it was proposed that a separate written questionnaire be administered to the change agents interviewed. However, it became evident in the course of the research that many of the respondents to the survey of OD values (part 2 above), would be senior managers with some prior experience with OD and organizational change efforts. (In fact, a total of 64% of respondents indicated prior involvement in a change effort, with nearly 80% of these acting as decision makers, internal or external change agents.) Hence a decision was made to combine the two written questionnaires into one questionnaire and distribute it to both change agents and the comparative samples of North American and Asian managers.

In addition, a decision was made not to use the second part of the survey originally designed for change agents which examined their theory orientation in OD. This part of the survey used an instrument developed by Plovnick, Fry and Burke (1982) to measure which of the several underlying theories of OD had the strongest influence on the respondent's practice of OD. This part of the survey was dropped after it became evident that it was too difficult for the Asian change agents, many of whom were not familiar with OD theory, although they employed many of the practices associated with OD. The initial group of respondents indicated they were not comfortable completing the survey and would be "just guessing" at the answers.

The research instrument, consisting of the OD Value Survey and the Hypothesized Model of Organizational Change, is discussed briefly below, together with the sample population, data collection method, data analysis, respondent profile and comparability of samples.

4.1.1 Research Instrument

4.1.1.1 OD Value Survey

The first part of the written questionnaire examined OD values in both the Asian and North American cultural contexts to test the accuracy of the cultural assumptions underlying the model of effective organizational change in Asia.

The purpose of the OD Value Survey was to determine the degree to which a number of characteristics are, and should be, present in the respondent's organization.

The mean rankings by respondents of 21 organizational characteristics on a scale of 1 to 7 (with 1 being minimum applicability and 7 being maximum applicability) are shown

below in Table 5. Also shown in Table 5 are the mean rankings for the Asian and North American groups. These results are presented under each of the research hypotheses in Section 5.

This part of the questionnaire (provided in Appendix 2) was based on information reported in the study by Graf et al (1989) where the researchers used a written questionnaire to measure perceptions of desirable organizational reforms in Chinese state enterprises. Respondents were asked to distinguish between "actual" and "ideal" presence of certain management and organizational characteristics pertaining to OD. Permission was sought from the study authors to use the research instrument.

The premise underlying the choice of this instrument was that if the dependent variable (ie. perceived degree and direction of desirable change) differed significantly for the Asian and North American respondents, and this difference was consistent with the hypothesized model of organizational change, this would support the hypothesis that the proposed model is an accurate reflection of underlying Asian cultural values.

One advantage of using this instrument was that absolute ratings for American and Asian respondents could be compared as well as the direction and degree of desired change as indicated by similarities and differences between actual and ideal ratings. Another advantage was that this instrument had already been adapted to the Asian context (Graf et al, 1989). Unfortunately efforts to obtain estimates of the reliability and validity of the research instrument from the study's authors have been unsuccessful to date.

TABLE 5
OD VALUE SURVEY⁸
A COMPARISON OF NORTH AMERICAN AND ASIAN RATINGS
OF ORGANIZATIONAL CHARACTERISTICS - "IS NOW" AND "SHOULD BE"
(Where 1 = Minimum Applicability, 7 = Maximum Applicability)^{9 10}

ORGANIZATIONAL CHARACTERISTICS	MEAN All respondents n=82	MEAN Asian respondents n=48	MEAN North American respondents n=33	t value ⁹ 2 tailed prob. (significance) ¹⁰
STRUCTURE/FORMALIZATION				
1. Work objectives are made explicit "IS NOW" "SHOULD BE"	3.86 6.17	3.9149 6.4661	3.8710 5.7273	-0.13 (.899) -3.33 (.002)**
2. Establishing and meeting deadlines is expected "IS NOW" "SHOULD BE"	4.39 6.04	4.0000 6.2083	5.0000 5.7879	2.74 (.008)** -1.86 (.066)*
3. Managers spend time preparing formal plans "IS NOW" "SHOULD BE"	4.37 5.79	4.2917 6.1250	4.4000 5.2727	0.32 (.748) -3.48 (.001)**
4. Policies and procedures are followed "IS NOW" "SHOULD BE"	4.14 5.63	4.2766 6.1702	4.0000 4.8750	-0.83 (.407) -5.07 (.000)**
5. Job duties are described by clear written procedures "IS NOW" "SHOULD BE"	3.91 5.76	3.7292 6.1458	4.2258 5.1515	1.36 (.177) -3.74 (.000)**
ATMOSPHERE/RELATIONSHIPS				
6. Managers take a personal interest in subordinates "IS NOW" "SHOULD BE"	3.76 4.60	3.75 4.7292	3.8387 4.4848	0.29 (.775) -0.79 (.432)
7. Employees are afraid to assert their opinions "IS NOW" "SHOULD BE"	4.03 4.17	3.7872 4.8511	4.4839 3.1212	1.83 (.072)* -3.90 (.000)**
8. Managers make decisions without consulting subordinates "IS NOW" "SHOULD BE"	4.22 4.36	4.0638 4.9149	4.5484 3.4848	1.38 (.172) -4.50 (.000)**
9. Managers socialize with subordinates after work "IS NOW" "SHOULD BE"	3.53 4.60	3.7447 5.0000	3.2903 4.0000	-1.28 (.205) -3.45 (.001)**
10. Respect is given to one's position in the organization "IS NOW" "SHOULD BE"	4.63 4.76	4.6739 4.6087	4.6774 4.9091	0.01 (.992) 1.02 (.313)

⁸ Based on instrument developed by Graf et al, (1987)

⁹ Examines extent to which means of the Asian and North American groups can be said to be different

¹⁰ (*) Indicates significance level less than or equal to 0.10

(**) Indicates significance level less than or equal to 0.05

ORGANIZATIONAL CHARACTERISTICS	MEAN All respondents n = 82	MEAN Asian respondents n = 48	MEAN North American respondents n = 33	t value* 2 tailed prob. (significance)
11. There is little questioning by subordinates of the authority of their superiors "IS NOW" "SHOULD BE"	3.78 4.37	3.4255 4.5745	4.4194 4.0000	2.55 (.013)** -1.58 (.119)
REWARDS AND MOTIVATION				
12. Employees are rewarded based on their accomplishments rather than seniority "IS NOW" "SHOULD BE"	4.11 4.98	4.2708 6.3125	3.7742 5.6364	-1.34 (.185) -2.54 (.014)**
13. Employees are motivated to improve their work performance "IS NOW" "SHOULD BE"	3.94 6.27	3.8333 6.3750	4.1290 6.0909	1.04 (.302) -1.21 (.234)
COOPERATION				
14. Individuals in work groups tend to place more importance on working together than striving for individual recognition "IS NOW" "SHOULD BE"	3.97 5.69	4.2979 6.0213	3.5806 5.2424	-2.03 (.047)* -3.05 (.003)**
15. The organization rewards cooperative behaviour "IS NOW" "SHOULD BE"	3.83 5.80	3.7292 6.0208	3.8710 5.5455	0.43 (.667) -1.82 (.074)*
COMMUNICATION				
16. Work objectives are clearly communicated to employees "IS NOW" "SHOULD BE"	3.77 6.23	3.7292 6.4167	3.9355 5.9394	0.63 (.533) -2.36 (.022)**
17. Employees are given feedback about their work performance "IS NOW" "SHOULD BE"	3.61 6.13	3.4583 6.0833	3.8710 6.1818	1.17 (.248) 0.44 (.659)
SECURITY/STABILITY				
18. The company provides job security for employees "IS NOW" "SHOULD BE"	4.62 5.56	4.8696 6.1957	4.1613 4.7879	-1.82 (.074)* -5.16 (.000)**
19. Managers and workers like to see change in their jobs "IS NOW" "SHOULD BE"	4.20 5.69	4.2128 6.0638	4.1935 5.1250	-0.06 (.952) -3.77 (.000)**
20. Managers take initiative and do things on their own "IS NOW" "SHOULD BE"	4.44 6.16	4.3404 6.4894	4.6000 5.7188	0.73 (.467) -3.98 (.000)**
21. Employees work in the organization a long time "IS NOW" "SHOULD BE"	4.65 4.86	4.5745 5.2826	4.6774 4.3333	0.33 (.739) -3.37 (.001)**

4.1.1.2 Hypothesized Model of Organizational Change

The second part of the written questionnaires measured the extent to which respondents agree or disagree with statements about approaches to change (please see Appendix 3), and was based directly on the hypothesized model of effective change in Asia. The statements described approaches to change hypothesized to be both effective and not effective in the Asian cultural context. Originally a seven-point likert scale was proposed to measure level of agreement/disagreement, but this was changed to a five point scale on the recommendation of Indonesian researchers who reviewed the survey and felt that respondents would be able to answer more accurately if there were fewer points on the scale and if each of these could be clearly labelled.

Results are summarized in Table 6. The mean rank of respondents level of agreement (on a scale of 1 to 5, with 1 being "strongly disagree" and 5 being "strongly agree") with each of the statements is shown for all respondents, as well as broken down for North American and Asian respondents. These results are presented in detail in Section 5.1.1.

TABLE 6
HYPOTHESIZED MODEL OF ORGANIZATIONAL DEVELOPMENT
A COMPARISON OF LEVEL OF AGREEMENT
BETWEEN NORTH AMERICANS AND ASIAN RESPONDENTS¹¹
(Where 1 = Strongly Disagree, 5 = Strongly Agree)¹²

CHARACTERISTICS OF EFFECTIVE CHANGE	MEAN All respondents n=82	MEAN Asian respondents n=48	MEAN Canadian respondents n=33	t value ¹¹ 2 tailed prob (significance ¹²)
NATURE OF CHANGE: H2 - RESPECT FOR HIERARCHY AND STATUS				
ASIAN MODEL				
1. Respects hierarchy and status differences (CNPHIERE)	3.06	3.4983	2.4648	-3.87/.000 **
2. Allows for input from staff at different levels without minimizing the importance of the existing hierarchy (CNINPUE)	4.23	4.3333	4.0806	-2.11/.039 **
3. Encourages participation at peer level only (CNPPERE)	2.41	2.6667	2.0303	-3.36/.001 **
4. Avoids questioning management authority or criticizing management (CNPAUTHE)	2.47	2.6042	2.3125	-1.12/.266
5. Involves all levels of staff in the change process (CNPLEVLE)	4.12	4.0833	4.1515	.32/.751
AMERICAN MODEL				
20. Emphasizes equal participation and "democratization" of workforce (CNPHIERW)	3.85	4.0625	3.5152	-2.57/.013 **
21. Stresses establishing more egalitarian norms (CNPEALW)	3.53	3.5110	3.5152	.02/.985
22. Encourages equal participation of staff, regardless of level (CNPPERW)	3.88	3.9167	3.8438	-.36/.721
23. Challenges management authority and allows for criticism of management (CNPAUTHW)	3.70	3.7083	3.6364	-.36/.722
24. Implies that staff inputs is given equal consideration, regardless of level (CNINPUW)	4.01	4.0308	4.0303	.05/.958
NATURE OF CHANGE: H3 - RESPECT FOR HARMONY AND 'FACE'				
ASIAN MODEL				
6. Respects the need to preserve harmony and good relationships (CNTHARME)	3.96	4.2708	3.5152	-3.37/.001 **
7. Does not emphasize frank communication and change of feelings (CNTDIRTE)	2.00	2.1875	1.7576	-2.17/.033 **
8. Avoids confrontation, direct criticism and conflict (CNTCONFE)	2.72	2.9583	2.4242	-2.15/.036 **
9. Deals privately with matters of conflict or hurt feelings, and publicly emphasizes issues of agreement (CNTIPBLE)	3.68	3.8542	3.3939	-2.11/.040 **

¹¹ Examines extent to which means of the Asian and North American groups can be said to be different

¹² (*) Indicates significance level less than or equal to 0.10
 (**) Indicates significance level less than or equal to 0.05

CHARACTERISTICS OF EFFECTIVE CHANGE	MEAN All respondents n=82	MEAN Asian respondents n=48	MEAN Canadian respondents n=33	t value ¹⁸ 2 tailed prob. (significance ¹¹)
10. Consider the role of "go-betweens" to be important (CNTGOBEE)	3.13	3.1230	3.1515	.13/.900
AMERICAN MODEL 25. Encourages open communication and confrontation to solve problems (CNPHARMW)	3.68	3.5417	3.9063	1.82/.074 *
26. Places importance on open, honest and frank communication (CNPDRTW)	4.30	4.3750	4.1818	-1.28/.204
27. Encourages confrontation (CNTCONFW)	2.90	2.4583	2.5455	.47/.639
28. Places importance on open discussion of matters of disagreement (CNTFULW)	4.01	4.0213	3.9697	-.36/.717
29. Uses "go-betweens" only as a last resort if conflict cannot be resolved with face-to-face communication (CNTGOBEW)	3.76	3.7300	3.8182	.37/.711
NATURE OF CHANGE: H4 - COLLECTIVE ORIENTATION				
ASIAN MODEL 11. Adopts a collective rather than individualistic orientation (CNCCOLLE)	3.99	4.1875	3.6970	-2.49/.016 **
12. Avoids rewarding or evaluating success strictly on an individual basis (CNCEVALE)	3.16	3.0625	3.3438	1.13/.261
13. Emphasizes efforts to find solutions to problems through collective rather than individual means (CNCPROBE)	3.96	3.9063	3.9792	-.40/.688
14. Attempt to bring about change in individual behaviour by focusing on the individual's task rather than his or her attitude (CNCDMPRE)	3.40	3.3750	3.3750	.00/1.000
AMERICAN MODEL 30. Encourages teamwork, but not at the expense of individual initiative (CNCCOLLW)	4.22	4.2708	4.1212	-1.31/.195
31. Utilizes performance appraisal based on individual performance (CNCEVALW)	3.72	3.9167	3.3939	-2.74/.008 **
32. Encourages individual initiative in solving problems, along with a lesser emphasis on a team approach (CNCPROBW)	3.04	3.1064	2.8768	-1.00/.319
33. Encourages individuals to take personal responsibility for identifying and solving problems (CNCDMPRW)	3.90	3.9583	3.7879	-.93/.356
PRECONDITIONS FOR CHANGE: H5 - VISIBLE SUPPORT BY POWERFUL STAKEHOLDERS				
ASIAN MODEL 15. Is supported visibly by powerful stakeholders who decree that change will take place (CPSTAKEE)	3.72	3.9375	3.3438	-2.24/.030 **
AMERICAN MODEL 34. Is initiated at any level in the organization (CPSTAKEW)	3.70	3.6875	3.7273	.17/.863
35. Involves all staff equally in change decisions (CPQUALW)	3.29	3.2083	3.3636	.67/.503
PRE-CONDITIONS FOR CHANGE: H6 - EXTERNAL PRESSURE OR PERFORMANCE GAP				
ASIAN MODEL 16. Comes as a result of external pressure for change (due to a changing environment or a visible gap between performance and objectives) (CPINTERE)	3.19	3.1875	3.2581	.29/.773

CHARACTERISTICS OF EFFECTIVE CHANGE	MEAN All respondents n=82	MEAN Asian respondents n=45	MEAN Canadian respondents n=33	t value** 2 tailed prob (significance ¹¹)
<u>AMERICAN MODEL</u> 36. Comes as a result of either internal or external pressure (CPINTERW)	3.48	3.2708	3.7879	3.00/.004 ==
LEADERSHIP OF CHANGE EFFORT: H7 - NUTURANT TASK LEADERSHIP STYLE				
<u>ASIAN MODEL</u> 17. Is led by individuals who are paternalistic (CLPATENE)	2.64	2.9767	2.2424	-2.95/.004 ==
- Is led by individuals who provide clear direction (CLDIRECE)	4.37	4.3333	4.3959	.43/.671
- Is led by individuals who set an example (CLEXAMPE)	4.22	4.0444	4.4242	2.48/.013 ==
- Is led by individuals who foster involvement (CLINVOL)	4.39	4.3478	4.4242	.52/.603
18. Depends on the change agent having credibility due to social status, education and past achievements (CLCREDTE)	3.60	3.7083	3.5152	-.96/.342
19. The leader motivates staff through peer pressure (CLPRESSE)	3.06	3.3750	2.6563	-3.25/.002 ==
- The leader motivates staff through a sense of loyalty and belonging (CLLOYALE)	3.84	4.0455	3.6563	-1.89/.063 =
<u>AMERICAN MODEL</u> 37. Uses an open, participatory leadership style (CPOPENW)	4.21	4.3125	4.0303	-1.85/.070 =
** Uses an egalitarian approach, which stresses the importance of participation by all (CPPARTCW)	3.76	3.8043	3.6667	-.68/.499
39. Relies on change agents gaining credibility by demonstrating quick and tangible results (CLCREDTW)	3.63	3.6087	3.6250	.08/.933
40. Motivates staff by emphasis on performance (CLMOTIVW)	3.97	4.1087	3.7576	-2.29/.028 ==

4.1.2 Sample Population

The sample was chosen on the basis of convenience due to financial and time constraints. It consisted of participants in executive MBA programs or the equivalent, from a number of academic institutions to which the author had ready access. Although significant differences have been shown to exist between American and Canadian cultures (Arnold & Barnes, 1975), for the purposes of this research a Canadian sample was used. It was felt that the score and ranking of Canadian respondents along Hofstede's five cultural dimensions is sufficiently similar to that of American respondents to allow a Canadian sample to substitute for an American one (see Table 7). Only the masculinity dimension shows a significant difference between the rankings for the USA and Canada. Because Canada's medium level of masculinity is closer to that of the Asian countries than the USA's high masculinity rating, use of a Canadian sample should provide a conservative estimate of differences between OD values in Asia and America. Unfortunately the minimum sample size of 50 respondents each from Asian and North American cultures was not achieved. However it was felt that the sample size that was achieved, (82 respondents, approximately 60% of whom were Asian and 40% North American), was sufficient to proceed with the data analysis.

4.1.3 Data Collection

The written questionnaires were administered to comparable samples of Indonesian and Canadian respondents. Although it was initially proposed to include a Malaysian sample, this was not feasible due to circumstances beyond the author's control, as well as time and resource constraints.

TABLE 7
SCORE AND RANKING OF CANADIAN AND USA CULTURES
ALONG HOFSTEDE'S FIVE CULTURAL DIMENSIONS

DIMENSIONS	CANADA		USA	
	Score	Rank*	Score	Rank*
1. Power Distance	39	39	40	38
2. Uncertainty Avoidance	48	41/42	46	43
3. Masculinity	52	24	62	15
4. Individualism	80	4/5	91	1
5. Long Term Perspective**	23	17	29	14

* Ranked out of 53 countries

** Ranked out of 20 countries

The questionnaires were intended to be administered in a classroom setting to ensure conditions for completing them were the same or similar in the different locations (Indonesia and Canada). However, for practical reasons (particularly the time constraints of the respondents, most of whom were senior managers) the questionnaires were distributed in a classroom setting, filled out by respondents on their own time, and either collected during the following class or mailed back to the author in the stamped, self-addressed envelopes provided.

Translation of the instrument into the Indonesian language was done with the assistance of native speakers and back translation was used, taking into account the limitations as well as suggestions raised by Brislin (1970) to help improve the accuracy of the translation.

4.1.4 Data Analysis

Several statistical methods were used to analyze the data generated by the written questionnaire:

1. Frequency distributions were used to describe the characteristics of the respondents and their organizations. These results are summarized in table form in Appendix 4 and discussed below.
2. Crosstabulation, contingency coefficients and lambda were used to determine the comparability of the two groups (North American and Asian) in terms of the control variables. Findings are discussed in Section 4.1.6, below.
3. Reliability coefficients (Cronbach-Alpha) were calculated to determine the internal consistency, or reliability, of the measurement scales. Findings are discussed below and in Section 5.1.1.
4. T-tests were used to examine the difference between the means of the North American and Asian responses to the OD value survey and the hypothesized models of effective organizational change. T values and their approximate significance are included for each of the variables in the OD value survey and the hypothesized model of change in Tables 5 and 6, respectively.
5. Discriminant analysis was used to find the dimensions of organizational change along with the two groups (North American and Asian) differ. Findings are discussed in Section 5.1.2.

Due to difficulties associated with operationalizing and measuring culture (Sekaran, 1983), nationality was used as the independent variable, in effect acting as a substitute measure for culture. The limitations of this are discussed further in Section 7.

Initially the raw data were scanned visually to determine any potential problems. One variable, which asked the extent to which employees were afraid to assert their opinions, appeared to show unusual ratings for Asian respondents, with extreme opinions often being expressed in a direction opposite than expected. Tabulation of the results confirmed that this variable showed some unusual findings, but only for the Asian respondents. When these results could not be logically explained, the author concluded that there may have been some confusion on behalf of Asian respondents when answering this questions due to the fact that a reverse scale was used and the question was poorly worded. As a result, this variable was not included in any of the subsequent analyses.

In accordance with the design of the OD value survey and the test of the hypothesized models, summary variables were computed, each consisting of several items. Means, standard deviations, intercorrelation matrices and reliability coefficients for each of these variables are included in Appendix 5 (OD value survey) and Appendix 6 (Hypothesized models of effective change). Findings relating to these summary variables are presented in Section 5.1.1. Due to the exploratory nature of the research, and the low reliability coefficients, (discussed further in Section 5.1.1), a decision was made to examine the results of the individual items, in addition to the summary variables. Findings arising from this more detailed analysis of the data are presented in Section 5.

Although it was originally proposed to use ANOVA to determine if the results for the two samples combined varied based on the culture of the respondents, a decision was made to use discriminant function analysis instead. Further details are provided in Section 5.1.2.

4.1.5 Respondent Profile

A total of 82 respondents completed the written questionnaire. The personal characteristics of the respondents and their organizations are summarized in table form in Appendix 4. All levels of management were represented in the sample: Top managers (consisting of owners and Directors) comprised 18% of the sample, senior managers 27%, and medium and lower level managers 26% and 5% respectively. Sixteen percent of the respondents were professionals or consultants. Half (51%) of respondents had been in their position between 2 and 5 years.

Half of the respondents (50%) were between 36 and 45 years of age and just over 80% were male. Fifty-six percent had a bachelors degree, whereas an additional 38% held masters degrees. The majority of respondents indicated prior experience in a foreign country (65%). Reasons for travelling overseas included training (29%), work/business (26%), holiday (22%) and formal education (22%). With respect to culture of respondents, 40% were identified as "North Americans" and 59% as "Asians".

The majority of respondents (76%) indicated they had some prior involvement with the planning and/or implementation of organizational change. Of these, 17% had acted as decision makers in the change process, 46% as internal change agents, 17% as external change agents and 19% as participants. There was considerable variation in the types of organizational change which respondents had been involved in; a total of 24 separate categories were indicated, as indicated in Table 8. The two most frequently mentioned were "change in organizational structure/restructuring" (17%) and "strategic planning/goal setting" (11%).

Respondents' answers were based on their experiences in a wide variety of organizations; 48% were private companies, 13% were government owned and 26% were government. Fifty percent of the organizations had more than \$14.5 million in assets (this is considered "large" in the Indonesian context), while 12% had less than \$1 million in assets. Forty-two percent of the organizations had more than 1000 employees, 29% between 100 and 1000 and 27% less than 100. The majority of the organizations were in the service sector (56%). Most of the organizations (76%) were more than 10 years old.

4.1.6 Comparability of Samples

An attempt was made to obtain comparable samples of North American and Asian respondents in order to isolate the impact of culture. Because the data on respondents characteristics was primarily categorical in nature, parametric statistics had to be used for this analysis. Crosstabulations of the control variables were done and contingency coefficient and lambda used to determine if the two samples were comparable. (Please see Seigel (1956, p 196) or Hays (1973, p742) for in depth-discussions of these techniques).

TABLE 8
TYPES OF ORGANIZATIONAL CHANGE EFFORTS
UNDERTAKEN (Multiple Responses)

TYPE OF ORGANIZATIONAL CHANGE	# OF CANADIANS INDICATING	# OF INDONESIANS INDICATING
1. Training Needs Survey	0	4
2. Organizational Restructuring	1	10
3. Re-definition of Roles/Tasks	1	4
4. Training	0	3
5. Workplanning	1	1
6. Development of Procedures/Processes	1	3
7. Technical Assistance	1	1
8. Personnel Management	0	3
9. Privatization	0	1
10. Decentralization	1	0
11. Consolidation	2	1
12. Strategic Change	4	2
13. Organizational Audit	0	1
14. Finance/Accounting Systems Set Up	0	3
15. Start Up of Subsidiary	0	1
16. Increase Responsiveness to Client	2	0
17. Cultural Change	2	1
18. Total Quality Control/Quality Control Circles	2	0
19. Increase Productivity Through Participation	2	0
20. Employment Equity	1	0
21. Computerization	1	0
22. Participatory Goal Setting	1	0
23. Other	0	1

4.1.6.1 Respondent Profile

The two samples were not statistically different with respect to their age, sex, education level, position in organization, or extent of experience in foreign countries. The Asian sample did, however appear to be slightly more educated, with 55% holding Masters or Phds compared to 22% for the North American sample.

Differences existed between the samples with respect to length of time spent overseas and purpose of travel. Asians tended to spend longer periods of time abroad, primarily for educational purposes (88%). Fifty-two percent of the North American respondents had spent some time in Asia. These differences were not felt to have a significant impact on the degree to which the samples could be considered comparable.

4.1.6.2 Involvement in Change Efforts

A significantly higher percentage of North American respondents (94%) indicated they had prior experience with, or involvement in a change effort, compared with 74% of Asian respondents. It is interesting to note, however, that the percentages for both groups is still quite high. There appeared to be no significant difference between North Americans and Asians in terms of the roles they had played in the change effort.

There was a statistically significant difference, however, between the nature of the change efforts undertaken by the two groups (contingency coefficient 0.64250, with approximate significance of .03338). The different types of change efforts are shown in Table 8 together with the extent to which they were reported by the Asian and North American samples. These findings are discussed further in Section 6.3.

4.1.6.3 Organizational Profile

The nature of the organizations upon which the respondents based their answers did not differ significantly between the two groups with respect to sector of industry (manufacturing, trade, services, etc), presence of foreign employees, or age of organization. However there did appear to be statistically significant differences with respect to the status and size of the organizations. North American respondents were more likely to be from the public sector (58%) than the Asian respondents (30%). In addition, both the assets and number of employees indicated by the North American respondents were significantly higher than that indicated by the Asians. Eighty-one percent of the North American respondents were involved in organizations with assets greater than \$14.5 million, compared to only 45% of the Asian respondents. The percentage of North American respondent organizations with more than 1000 employees was 59%, compared to only 32% for the Asians.

The larger size of the North American organizations may be related to the fact that more North Americans indicated they were from the public sector. Because a larger proportion of North American respondents were from the public sector, it might be argued that differences in the responses in the two groups may be due to other factors than culture. However, a test for significant differences between responses from individuals in the private sector and individuals in the public sector revealed no significant differences, with the exception of four variables. Each of these variables and their implications for the research findings are discussed in Appendix 7. This limitation of the research is discussed further in Section 7.

4.2 INTERVIEWS OF CHANGE AGENTS

Originally the survey of change agents in Asia was to have been conducted in Malaysia, Singapore and Indonesia and was to consist of interviews followed by written questionnaires. As discussed above, only an Indonesian sample was collected due to circumstances beyond the author's control as well as time and resource constraints. In addition, as explained above, the written survey of change agents was combined with the OD Value survey and administered to both managers and change agents. It was hoped that data obtained from the interviews of change agents would provide insights into the nature of successful change efforts in Asia, as well as support/refute the research hypotheses. As part of the interview, respondents were asked to describe and answer questions about a change effort with which they had recently been involved.

4.2.1 Research Instrument

In-depth interviews were conducted using the interview guidelines included in Appendix 8, (both the English and Indonesian versions are included). The interview guidelines were designed to collect three types of information as follows:

1. Perceptions of the state and nature of the practice of organizational development in Asia.
2. Characteristics of specific change efforts recently undertaken, the extent to which these were successful and why.
3. Background information on the respondents (findings are summarized in table form in Appendix 9)

In the first part of the interviews, open ended questions were used to prompt respondents to discuss general characteristics of successful OD and change efforts in Indonesia. Results of the first part of the interview process are summarized in table form in

Appendix 10 and presented in narrative form in Appendix 11.

In the second part of the interview process, change agents were asked to describe a recent change effort which they have been involved in, as well as the degree to which this effort had been successful. Twenty-three cases of organizational change were described to the author. Their general characteristics are summarized in Appendix 12. It appears that many of the general approaches and characteristics described by change agents as most likely to be effective were not used in the individual cases.

The third part of the interview collected data pertaining to a number of control variables (as mentioned in Section 3.6) as well as the respondents' education, nationality and prior exposure to Western values. Interviews were followed by asking the change agents to complete and return the written questionnaire as discussed in Section 4.1.

Interviews were conducted in English or Indonesian, depending on the preference of the interviewee. The interview guidelines were translated with the assistance of native speakers and back translated to ensure accuracy. Interview guidelines were pre-tested and modified slightly prior to use.

4.2.2 Sample Population

A referral sample was used due to time and financial constraints as well as difficulties gaining access to change agents in Asia. Existing contacts in the region helped the author to identify and approach change agents willing to participate in the study. Management institutes and universities were also approached. The sample was drawn from Indonesia, which is felt to represent overall cultural values of the Asian cultural cluster. However, the use of a single country sample raises some concerns as

to the generalizability of the research findings which are discussed further in Section 7. Nineteen Asian and five North American change agents working in Indonesia formed the sample. Data analysis examined possible differences in responses due to nationality of respondents. A number of slight differences were found which are discussed in Appendix 13. and incorporated, where appropriate, into the discussion of the research results.

Although a minimum sample size of 25 respondents was sought, the final sample size of 24 respondents was felt to be sufficient given time and resource constraints.

4.2.3 Data Analysis

A detailed coding scheme was developed to transfer data into an empirical form. In addition to testing specific hypotheses, the interview process was somewhat exploratory in nature. For this reason, the development of the coding scheme was an iterative process; modifications were made during the interview process and the scheme was only finalized once all interviews were completed. Coding of respondents' answers then took place.

Data analysis techniques varied somewhat for the interviews and the written questionnaires. The interviews generated nominal and ordinal data due to the fact that variables were categorical or dichotomous. Initially, frequency distribution were run and used to examine the data.

An attempt was made to determine the degree of association between success of the change efforts described in the second part of the interviews and the characteristics of the change efforts.

Because there was a single dependent variable (ie. outcome/ effectiveness of intervention) and several independent and moderating variables (ie. characteristics of the interventions), it was hoped that multiple regression and multiple correlation analysis could be used to measure the degree of relationship between the variables. In addition, it was hoped that Stepwise regression could also be used in an attempt to develop a subset of independent variables useful in predicting the dependent variable and to see if this corresponded in any way with the hypothesized model. Unfortunately, due to the small sample size and the fact that the independent and moderating variables ended up being primarily categorical in nature, the interview data could not be analyzed quantitatively. An attempt was made to use non-parametric statistics, including correlation coefficient and Goodman and Kruskal's Lambda, but findings were very difficult to interpret due to the small sample.

Despite the inability to conduct a statistical analysis of the interview data, a qualitative analysis of the data revealed a number of interesting findings.

The qualitative nature of the data analysis is consistent with the design of the interview guidelines, which consisted of open-ended questions and was intended to be largely exploratory in nature. Unfortunately, the qualitative analysis is limited by the fact that in only 2 cases were the efforts deemed to be "failures", perhaps due to reporting bias of the respondents, and a desire to depict change efforts they had been involved with in a positive light. More than one third, or 36.4% of the OD cases were described as "successful", 18.2% as "limited success only", 36.4% as "not able to tell yet". As might be expected, both cases where the change effort had been a failure, it was

also reported that there had not been any benefits. Appendix 14 presents the findings for each of the OD cases broken down according to the degree to which each was deemed to have been successful.

4.2.4 Respondent Profile

A total of 24 change agents working in Indonesia were interviewed. The characteristics of the respondents are summarized in table form in Appendix 9. Most of the respondents were male (75%), between 36 and 45 years of age (50%), and had a Masters Degree (67%). Most had formal management training (75%), and between 5 and 10 years of experience as a change agent (50%).

There was considerable variation in the nature of the respondents' experience prior to becoming change agents: 25% were private sector managers, 25% were public sector managers, and 25% were professionals such as planners, economists, and agricultural consultants. The nature of the respondents' experience in organizational development also varied considerably, with the two largest groups being in the areas of human resource management (29%) and strategic management (13%). This may reflect the fact that 75% of the respondents were comprised of change agents working with IPPM, (an Indonesian management development institute), which is known for the work it does in these two areas. The remaining 25% of the respondents were affiliated with the Sulawesi Regional Development Project, a bilaterally funded Canadian development assistance project. Most of the respondents' experience was in the private sector (58%), although 29% indicated their primary sector of experience was the public sector.

With respect to culture/nationality of the respondents, 62.5% were Indonesian, 16.7% were Indonesian Chinese¹³, and 20.8% were westerners who had been working in Indonesia between 2 and 5 years. Fifty-eight percent of the Indonesian respondents had spent some time in Western countries, usually 1 to 2 years for the purpose of education.

4.2.5 Profile of Organizations

Of the change efforts described in the second part of the interview process, 39.1% of them took place in Government-owned companies, 26.1% in private Indonesian firms, 21.7% in government departments, and 13% in other forms of organization (Non-Governmental Organizations, joint-ventures, and so on). The high proportion of government related change efforts may reflect the fact that 75% of the interviewees are consultants with IPPM, the Institute for Management Development and Training, which has a large public sector clientele.

By Indonesian standards, most of the cases described took place in medium sized organizations (between \$1 million to \$14.5 million, net asset value) or large organizations (net asset value greater than \$14.5 million). Forty-four percent of the firms had more than 1000 employees, 34.8% between 100 and 1000 employees, and 21.7% less than 100. Sixty-two percent of the organizations were more than 10 years old. This is somewhat consistent with Putti's findings (1989) that, "only large and established organizations with 1000 or more employees seem to have OD programs in Singapore" (pg 267), although it appears that smaller firms in Indonesia may also be making some use of OD programs. Thirty percent of the organizations operated in the service sector,

¹³ Approximately 2-3% of Indonesia's population is comprised of ethnic Chinese that immigrated to Indonesia several generations ago but which have maintained a distinct sub-culture

while 43.5% indicated "other" when asked if they were a manufacturing, trade, or service organization. This may reflect the fact that many were public sector organizations. In only 10.5% of the cases did the organizations have any significant prior experience with change efforts.

5. RESEARCH RESULTS

The research results, from two parts of the written questionnaire (OD value survey and the hypothesized model of effective change), and the interview of change agents, are presented below under the research hypotheses. The extent to which data from each of the methods used support and/or refute each of the research hypotheses is summarized in Table 16 at the end of this Section.

5.1 ROLE OF CULTURE AND THE ISSUE OF CULTURAL FIT - H1

Research results appear to support hypothesis (H1) that:

Approaches to organizational change and development which reflect the underlying management values and norms of Asian societies will be more likely to be effective in the Asian context.

Three different methods were used to determine if culture, has an impact on the effectiveness of approaches to organizational change and development:

1. Extent of agreement with hypothesized model of effective change
2. Discriminant analysis
3. Nature of OD tactics and techniques used/effective in the Asian context

The results of each of these methods are discussed below. Findings from the interviews of change agents, which seem to provide support for H1, are also included.

5.1.1 Extent of Agreement with Hypothesized Models of Effective Change

5.1.1.1 General

A general test of H1 was carried out by examining whether Asian respondents' level of agreement with statements about the model of change hypothesized to "fit" more closely the Asian culture were significantly higher than those of the North American respondents. T tests were used to determine if significant differences existed between

the means of the two groups of respondents with respect to their level of agreement with both the Asian and North American models of effective change. The results for each of the summary variables are shown below in Table 9. T tests were also used to determine if significant differences existed between Asian and North American responses to the OD value survey. These findings are summarized below in Table 10.

TABLE 9
HYPOTHESIZED MODEL OF EFFECTIVE CHANGE
SUMMARY OF RESULTS
(1=Strongly Disagree, 5=Strongly Agree)

SUMMARY VARIABLES	Mean Asian Respondents	Mean North American Respondents	T TEST ¹⁴ Significance ¹⁵	Reliability Coefficient ¹⁶ / (# ITEMS)
Respect for Hierarchy (H2) - Asian Model - North American Model	3.4294 3.7187	3.0063 3.8178	-3.87/.000** -.63/.529	.4027/.3863 (5) .7671/.7690 (5)
Preservation of Harmony (H3) - Asian Model - North American Model	3.2792 3.6255	2.3485 3.6750	-3.45/.001** .42/.667	.4912/.4949(5) .6643/.6751(5)
Collective Orientation (H4) - Asian Model - North American Model	3.6510 3.8085	3.5726 3.5455	-.55/.585 -2.41/.018*	.4401/.4608(4) .5063/.5263(4)
Visible Support by Stakeholders (H5) - Asian Model - North American Model	3.9375 3.6875	3.3438 3.7273	-2.24/.030** .17/.863	N/A (single item)
External Pressure (H6) - Asian Model - North American Model	3.1875 3.2708	3.2581 3.7879	.29/.773 3.00/.004**	N/A (single item)
Leadership-Nuturant Task (H7) - Asian Model - North American Model	3.5893 3.9489	3.8401 3.7734	-2.40/.019* -1.59/.135	.5963/.6309 (7) .5613/.5733(4)

¹⁴ Examines extent to which means of the Asian and North American groups can be said to be different

¹⁵ (*) Indicates significance level less than or equal to 0.10

(*) Indicates significance level less than or equal to 0.05

¹⁶ Cronbach-Alpha/Standardized Item Alpha were used to test internal consistency of measures

Findings with respect to the hypothesized models of change (Table 9, above), indicate that Asian respondents show significantly higher levels of agreement than North American respondents that approaches to change will be more effective if the respect hierarchy and status (H2), preserve harmony and face (H3), and are visibly supported by powerful stakeholders who decree that change will take place (H5). These findings are consistent with the hypothesized models of change. There appears to be no significant differences between Asian and North American levels of agreement with the model of change hypothesized to be more effective in the North American context, with two exceptions, one which supports the hypotheses, and one which does not. North American respondents agreed more strongly that effective change could come about as a result of external or internal pressure, which is in accordance with the hypothesized model.

Unfortunately, a number of findings show little or no support for the hypotheses or are unclear and difficult to interpret. This is particularly the case with respect to collective orientation (H4) and leadership of the change effort (H7). In both these cases, either differences did not exist or existed in a direction opposite to what was expected.

With respect to the results of the OD value survey, shown in Table 10 below, a number of differences were detected between Asian and North American respondents' desired levels of certain organizational characteristics which appear consistent with the hypothesized models. Asia respondents desired greater emphasis on relationships, higher levels of cooperation and more security than the North American respondents. They also desired considerably more structure/formalization and rewarding of staff on the basis of

performance. No significant differences existed between North American and Asian ratings of existing organizational states.

TABLE 10
OD VALUE SURVEY
SUMMARY OF RESULTS
 (1=Minimum Applicability, 7=Maximum Applicability)

SUMMARY VARIABLES	Mean Asian Respondents	Mean North American Respondents	T Test ¹⁷ Significance ¹⁸	Reliability Coefficient ¹⁹
Structure/Formalization - Is Now - Should Be	4.0511 6.2255	4.3241 5.4062	1.07/.289 -5.31/.000**	.7442/.7445 (5) .7484/.7528 (5)
Atmosphere/Relationships - Is Now - Should Be	4.2097 4.7259	3.8926 3.9948	1.59/.116 -3.79/.000**	.6092/.6092 (6) .6079/.5852 (6)
Rewards/Motivation - Is Now - Should Be	3.9516 6.3438	4.0521 5.8636	-.37/.715 -2.24/.030*	.5137/.5350 (2) .5133/.5267 (2)
Cooperation - Is Now - Should Be	3.7258 6.0106	4.0000 5.3939	-.90/.370 -2.77/.007**	.5770/.5773 (2) .6461/.6462 (2)
Communication - Is Now - Should Be	3.5938 6.2500	3.9032 6.0606	1.02/.314 -.99/.328	.7308/.7308 (2) .7326/.7338 (2)
Security - Is Now - Should Be	4.4889 6.0014	4.4333 5.0403	-.29/.775 -6.40/.000**	.2841/.2775 (4) .7013/.7062 (4)

Although the findings from the hypothesized model of change and the OD value survey provide some support for the underlying premise that approaches to organizational change are more likely to be effective if they reflect underlying cultural values (H1), in

¹⁷ Examines extent to which means of the Asian and North American groups can be said to be different

¹⁸ (*) Indicates significance level less than or equal to 0.10

(*) Indicates significance level less than or equal to 0.05

¹⁹ Cronbach-Alfa/Standardized Item Alpha were used to test internal consistency of measures

several instances the findings are inconsistent or unclear, making them difficult to interpret.

Also shown in Tables 9 and 10 are the reliability coefficients which indicate the consistency of the measurement scales. These values range from .2841 to .7690, but overall are quite low. Due to the exploratory nature of this research, the difficulty of interpreting some of the findings in Tables 9 and 10, and the low reliability coefficients of these measurements,²⁰ it appears necessary to present the results of the individual items to enable the findings to be examined in more detail.

Detailed findings with respect to levels of agreement with the hypothesized models of change are presented below (results, including T values and significance levels for each item are included in Table 5). Sections 5.2 through 5.6 include an examination of the detailed results of individual items from both the OD value survey and the test of the hypothesized models of change as they apply to each of the individual research hypotheses.

5.1.1.2 Detailed Findings

An examination of the Asian and North American levels of agreement with the individual items, or statements²¹, from the test of the hypothesized models of effective change reveals a number of interesting findings. Table 11, below, summarizes the number of items which showed significantly higher levels of agreement by Asian or

²⁰ Unfortunately the OD value survey, based on an instrument by Graf et al (1987), was used without the advantage of information about the reliability of its measures. The instrument used to test the hypothesized models of organizational change was developed by the author and, hence, no prior estimates of reliability were available.

²¹ From herein individual items of both the OD value survey and the test of the hypothesized models of change will be referred to as "statements", as each item refers to a descriptive statement which respondents rated on a likert-type scale

North American respondents.

TABLE 11
EXTENT OF AGREEMENT WITH HYPOTHESIZED
MODELS OF EFFECTIVE CHANGE

SHOWED SIGNIFICANTLY HIGHER LEVELS OF AGREEMENT:	STATEMENTS ABOUT EFFECTIVE CHANGE (INDIVIDUAL ITEMS)	
	ASIAN MODEL	WESTERN MODEL
INDONESIAN RESPONDENTS	12	4
CANADIAN RESPONDENTS	1	2
NO DIFFERENCE	10	15
TOTAL NUMBER OF STATEMENTS	23	21

In general, Asians tend to show higher levels of agreement with statements describing the model of change hypothesized to be effective in the Asian context, which supports H1. However, they also tend to agree, sometimes more than North Americans, with a number of statements about organizational change hypothesized to be more appropriate in the North American cultural context.

As can be seen from Table 11 above, significant differences were revealed between North American and Asian respondents with respect to their level of agreement with 19 of the 44 statements about effective organizational development. Asians tended to show a higher level of agreement with the statements as a whole, than the North American respondents.

North Americans showed a significantly higher level of agreement that the following approaches to organizational change are more likely to be effective in their organizational context:

- * Encourages open communication and confrontation to solve problems
(A=3.5417, NA=3.9063, $t=1.82$, $s=.074$)²²
- * Comes as a result of either internal or external pressure
(A=3.2708, NA=3.7879, $t=-3.00$, $s=0.004$)
- * Is led by individuals who set an example
(A=4.0444, NA=4.4242, $t=2.48$, $s=.015$)

The first two statements reflect the model hypothesized to be more effective in the North American context and therefore support H1. However, higher agreement by the North American respondents to the third statement, hypothesized to be more appropriate in the Asian context, appears to refute H1.

Asians, on the other hand, showed a significantly higher level of agreement with 16 statements about effective organizational change, 12 of which were consistent with the model of change hypothesized to be more effective in the Asian cultural context. This appears to support H1. These 12 statements are listed below.

- * Respects hierarchy and status
(A=3.4583, NA=2.4848, $t=-3.87$, $s=0.000$)²³
- * Encourages participation at the peer level only
(A=2.6667, NA=2.0303, $t=-3.36$, $s=0.001$)

²² A = Mean value Asian responses on scale of 1 to 5
 NA = Mean value North American responses on scale of 1 to 5
 where 1 = Strongly disagree and 5 = Strongly disagree
 t = T value
 s = Approximate significance

²³ Ibid

- * Respects the need to preserve harmony and good relationships
(A=4.2708, NA=3.5152, t=-3.37, s=0.001)
- * Is led by individuals who are paternalistic
(A=2.9767, NA=2.2424, t=-2.95, s=0.004)
- * The leader motivates staff through peer pressure
(A=3.3750, NA=2.6563, t=-3.25, s=0.004)
- * Allows for input from staff at different levels without minimising the importance of the hierarchy
(A=4.3333, NA=4.0606, t=-2.11, s=.039)
- * Does not emphasize frank communication and exchange of feelings
(A=2.1875, NA=1.7576, t=-2.17, s=.033)
- * Avoids confrontation, direct criticism and conflict
(A=2.9583, NA=2.4242, t=-2.15, s=.036)
- * Deals privately with matters of conflict or hurt feelings, and publicly emphasizes items of agreement
(A=3.8542, NA=3.3939, t=-2.11, s=.040)
- * Adopts a collective rather than individualistic orientation
(A=4.1875, NA=3.6970, t=-2.49, s=.016)
- * Is supported visibly by powerful stakeholders who decree that change will take place.
(A=3.9375, NA=3.3438, t=-2.24, s=.030)
- * The leader motivates staff through a sense of loyalty and belonging
(A=4.0455, NA=3.6563, t=-1.89, s=.063)

However, Asian respondents also showed significantly higher levels of agreement with four statements hypothesized as more likely to be effective in a North American context, which tends to refute H1. These four statements are listed below.

- * Utilizes performance appraisal based on individual initiative
(A=3.9167, NA=3.3939, t=-2.74, s=0.008)
- * Emphasizes equal participation and democratization of the workforce
(A=4.0626, NA=3.5152, t=-2.57, s=.013)

- * Uses an open, participative leadership style
(A=4.3125, NA=4.0303, $t=-1.85$, $s=.070$)
- * Motivates staff by emphasis on performance
(A=4.1087, NA=3.7576, $t=-2.29$, $s=.028$)

Although the data provides some support for H1, there are also a large number of statements (25) where no significant differences existed between levels of agreement for the two groups. This lack of differences seems to suggest that "cultural fit" may only be important with respect to certain characteristics of the change effort.

In an effort to further clarify the results, the data was examined to determine which characteristics appeared to demonstrate the highest levels of agreement and disagreement for each of the groups of respondents. It was hoped that higher levels of agreement or disagreement would help provide an indication of the relative importance of specific characteristics in determining the effectiveness of change efforts. The statements most strongly agreed with and most strongly disagreed for each of the groups are shown in order, in the following tables.

TABLE 12
STATEMENTS MOST STRONGLY AGREED WITH - HYPOTHESIZED MODEL

ASIAN RESPONDENTS	NORTH AMERICAN RESPONDENTS
Places importance on open, honest and frank communication (4.3750) ²⁴	Is led by individuals who set an example (4.4242)
Is led by individuals who foster involvement (4.3478)	Is led by individuals who foster involvement (4.4242)
Is led by individuals who provide clear direction (4.3333)	Is led by individuals who provide clear direction (4.3939)
Allows for input from staff at different levels without minimizing the importance of the existing hierarchy (4.3333)	Places importance on open, honest and frank communication (4.1818)
Respects the need to preserve harmony and good relationships (4.2708)	Involves all levels of staff in the change process (4.1515)
Encourages teamwork but not at the expense of individual initiative (4.2708)	

Both the North American and Asian respondents felt quite strongly that leadership style used in the change effort is important and both agree that involvement and clear direction are key. Other aspects strongly agreed to by North Americans also reflect this emphasis on involvement and clear communication. In contrast, the Asians appear to place importance on aspects which respect hierarchy and the need to preserve harmony, while at the same time involving staff and providing clear communication and direction.

TABLE 13
STATEMENTS MOST STRONGLY DISAGREED WITH
HYPOTHESIZED MODEL OF OD

ASIAN RESPONDENTS	NORTH AMERICAN RESPONDENTS
Does not emphasize frank communication and exchange of feelings (2.1875)	Does not emphasize frank communication and exchange of feelings (1.7576)
Encourages confrontation (2.4583)	Encourages participation at a peer level only (2.0303)
Avoids questioning management authority or criticizing management (2.6042)	

²⁴ Numbers shown indicate sample means on scale of 1 to 5, where 1 = Strongly disagree, 5 = Strongly agree

Based on the above, it appears that both Asians and North American respondents feel very strongly that effective change requires open communication. However, Asians feel strongly that this communication should be non-confrontational and not reflect negatively on management. North Americans strongly object to an approach which would limit participation of all levels in the change process. The implications of these findings with respect to each of the specific hypotheses about characteristics of effective change are discussed in more detail below.

It appears from the above results that, although some similarities exist between approaches to change perceived to be most effective in the Asian and North American context, differences also exist which are related to underlying cultures.

5.1.2 A Discriminant Analysis of the Impact of Culture

5.1.2.1 Purpose and Overview

Given the lack of clarity of the findings with respect to level of agreement with the hypothesized models of change presented above, a decision was made to use discriminant function analysis. The purpose of the discriminant analysis was to determine if additional statistical support for H1 existed, as well as to explore further the magnitude and nature of the impact of culture on organizational change in general.

Discriminant function analysis is usually used to "find the dimension or dimensions along which groups differ..." (Tabachnick and Fidell, 1983;507). For the purposes of this research, discriminant analysis was used to :

- a. Determine whether respondents' perceptions about what constitutes effective approaches to organizational change and development can predict the culture of respondents; (Because culture of respondents is known, it is possible to check

how accurate this prediction is, which will, in turn, provide an indication of how important culture is in defining differences.)

- b. Interpret the dimensions upon which the two groups (Asian and North American) differ, and;
- c. Determine which OD characteristics are the most important in predicting group membership (ie.culture).

A stepwise discriminant analysis was initially done using all 44 statements about effective organizational change (variables) as predictors of culture (North American or Asian). Stepwise discriminant analysis was used as there was no reason to assign higher priority to any of the predictor variables, hence statistical criteria could be used to determine order of entry.

Ten of the original 82 cases were excluded from the analysis; one case had out of range group codes and nine had at least one missing discriminating variable. For the 72 cases remaining in the analysis, assumptions required for use of multivariate analysis (ie. linearity, normality, multicollinearity or singularity and homogeneity of variance-covariance matrices) appeared to hold, or else sample size was significantly large and the groups similar enough in size, to ensure robustness. In addition, the high rate of accuracy achieved in classification (discussed below), and the fact that classification was the primary goal of using this method, meant that a number of the above requirements could have been relaxed, had this been necessary.

5.1.2.2 Findings

Because there were only two groups (Asian and North American), only one discriminant function was calculated. Classification results for the 72 usable cases indicated that the discriminant function correctly classified cases in to the North

American or Asian group 95.77% of the time. Almost ninety-seven percent (96.7%) of the North American group (29 out of 30 cases) were correctly classified, whereas only 13 or 43% would have been correctly classified by chance. Asians were correctly classified 95% of the time (39 out of 41 cases) which is significantly greater than would have been classified by chance (23 cases or 56%).

An attempt was made to interpret the dimensions upon which the groups are separated, as well as their relative importance by examining those predictor variables with factor loadings greater than 0.20.²⁵ By convention, usually only correlations in excess of 0.30 (or which account for 9% of variance) are considered eligible for interpretations, while lower ones are not (Tabachnick and Fidell, 1983;539). For the purposes of this research a decision was made to lower the acceptable level to 0.20 to take into account the possibility that the sample may be unusually homogeneous with respect to a number of the predictor variables.

Examination of the structure matrix of correlations between predictor variable and the discriminant function suggests that the best predictors for distinguishing between North American and Asian cultures are:

* Motivation of staff through peer pressure (.24707) ²⁶ Asians feel much more strongly than North Americans that peer pressure is an effective way to motivate staff to change

* Paternalistic leadership style (.24601)

North Americans showed significantly higher levels of disagreement with use of a paternalistic leadership style to bring about change

²⁵ An alternative method of interpreting the dimensions upon which the groups are separated, not available at the time of the original analysis, is discussed in Appendix 16.

²⁶ This number indicates factor loading

*** Participation at peer level only (.24071)**

North Americans showed significantly stronger levels of disagreement that participation in change efforts should take place only at peer level

*** Involves all levels of staff in the change process (-.23174)**

Group means for this dimension do not appear to differ significantly for the two cultures, although North American respondents showed slightly higher levels of agreement that all levels of staff should be involved in the change process.

*** Conflict dealt with privately (.23080)**

Asian respondents showed significantly higher levels of agreement that conflict should be dealt with privately and matters of agreement publicly emphasized.

*** Motivation of staff by emphasis on performance (.22360)**

Asians indicated significantly higher levels of agreement that emphasis on performance was an effective way to motivate staff.

Although these findings indicate that attitudes towards effective change appear to be dimensions upon which the two cultures differ, the number of variables in the discriminant function and the relatively low factor loadings associated with each, make it very hard to interpret these dimensions. In an attempt to be able to interpret the dimensions in a more meaningful way, the analysis was repeated, entering variables into the discriminant function one by one, based on the size of their factor loading (starting from the highest and working down). The objective was to retain enough predictor variables to get a sufficiently high fit but not so many that parsimony would be lost. After several manipulations a total of nine variables were able to correctly classify group membership 90.28% of the time. This appeared to be the smallest number of variables which combined to get the highest level of correct classification. Based on these findings, the following characteristics appeared to distinguish best between North American and Asian cultures: (Only those variables with factor loadings greater than 0.25 are shown)

*** Respects the need to preserve harmony and good relationships (.38835)**

Asian respondents feel significantly more strongly than North American that harmony and good relations need to be preserved

*** Motivates staff through peer pressure (.37389)**

Asians feel much more strongly than North Americans that peer pressure is an effective way to motivate staff to change.

*** Motivates staff by emphasis on performance (.29560)**

Asians indicated significantly higher levels of agreement that emphasis on performance was an effective way to motivate staff.

*** Performance appraisals based on individual performance (.27392)**

Asians indicated significantly higher levels of agreement that performance should be evaluated on the basis of individual performance. This finding was contrary to what was expected.

*** Led by individuals who set an example (.25223)**

North American respondents indicated a significantly higher level of agreement that leaders should set an example.

An examination of the two analyses indicates that there is considerable variation between the variables which appear to be the most important in predicting group membership, with the exception of motivation of staff through "peer pressure" and "emphasis on performance". One possible explanation is that many of the predictor variables may be redundant. The research instrument was designed to test underlying hypotheses in a number of subtly different ways. Although the SPSS program for discriminant analysis automatically tests for this, discriminant analyses for different combinations of predictor variables may still be highly accurate in terms of the correct classification of groups. It becomes very difficult, therefore, to determine which predictor variables are the most important in predicting group membership. For the purposes of the more in-depth interpretation and discussion of the results in Section 6.2, the author has focused on the results of the stepwise discriminant analysis done with all

44 variables, which allowed statistical criteria to determine order of entry.

The results of the discriminant analysis, in particular the high rate of correct classification, clearly indicate that overall perceptions of effective approaches to organizational change differ significantly on the basis of underlying cultural values, thereby providing strong support for H1. However, closer examination of the research results relating to each of the individual hypotheses is required in order to determine what the impact of cultural fit is on approaches to organizational change.

5.1.3 Tactics and Techniques

An analysis of the actual use and effectiveness of a number established OD techniques in Asia was undertaken as a third means of testing H1. Prior to collection of data on OD in Asia, a number of established CD techniques were classified in terms of likelihood of effectiveness based on whether or not their underlying values appeared to be appropriate to the Asian cultural context. (See Methodology section for discussion of preliminary classification). The preliminary classification of techniques in the research proposal was carefully reviewed and refined prior to comparing it with data obtained in the field.

H1 appears to be supported by the findings, despite the fact that the original classification of techniques was not very accurate - only 9 out of the 19 techniques appeared to have been classified correctly on the basis of "cultural fit". The original classification of techniques is shown in the left hand column of Table 14, while the classification of techniques in terms of actual use and effectiveness is shown in the right hand column.

2

As will be discussed in more detail in Section 6.3, the moderate degree of accuracy with which the techniques were originally classified appears to be due to a number of different factors. An examination of the actual classification of techniques clearly indicates that those which are most likely to be effective have underlying values which reflect those of Asian culture, whereas the techniques classified as least likely to be effective do not. Brief descriptions of each technique, the rationale for its classification and findings, are included in Table 15.

Based on an examination of which techniques are most often used/successful in the Indonesian context, it appears that, in general, technostuctural (particularly those that focus on strengthening systems and processes) and strategic interventions are the most likely to be effective. Technostuctural interventions are based on the assumption that organizational effectiveness is the result of appropriate work designs and organizational structures. Strategic interventions focus on links between the organization and environment. The preference for technostuctural interventions is consistent with the earlier finding from the OD value survey that Asians desired higher levels of structure/formalization.

Human resource management interventions appear to have variable success in the Indonesian context. Human resource interventions focus on personnel practices and on integrating people into organizations. Coaching and mentoring techniques, part of career development strategies, appear to have the highest likelihood of success of all of the HRM interventions.

TABLE 14

**A SUMMARY OF THE EFFECTIVENESS OF OD TACTICS AND TECHNIQUES
IN THE ASIAN CONTEXT**

PREDICTED	ACTUAL
MOST LIKELY TO BE EFFECTIVE	
Third Party Peacemaking Transactional Analysis Training Coaching/Mentoring	Third Party Peacemaking * Training * Coaching/Mentoring * Survey Feedback Differentiation and integration Work Design
MAY BE EFFECTIVE WITH SOME ADAPTATION	
Survey Feedback Team Building Open Systems Planning Strategic Change Culture Change Process Consultation Differentiation and Integration Organizational Design/Formal Structures Work Design	Open Systems Planning * Strategic Change * Culture Change * Reward Systems Intergroup Relations Quality of Work Life (QWL)
LEAST LIKELY TO BE EFFECTIVE	
MBO Reward Systems T Groups Organization Confrontation Intergroup Relations Quality of Work Life (QWL)	MBO * Transactional Analysis Team Building Process Consultation T Groups * Organizational Confrontation *

* Accurately predicted

Human process interventions, which assume that organizational effectiveness depends primarily on the "human element", appear to be the least effective in the Asian context. MBO is an OD technique that appears to have been used by a fair number of Indonesian firms but with limited success. The two human process interventions which

do not appear to depend on open and direct communication, Third Party Peacemaking and Survey Feedback, have been used successfully in the Indonesian context.

Results of the interview of change agents also support the finding that tactics and techniques most often used and/or effective in the Asian context were more likely to be those that reflected or were not inconsistent with underlying norms and values of the culture. Training was cited most often (by 25% of respondents), as a tactic used to bring about change, followed by needs analysis/surveys (22.2%). Team building and small group activities were seldom mentioned in the Indonesian context. In the one instance where T Groups were used in Indonesia, they were a failure as they were found to be "culturally inappropriate". A detailed interpretation of these findings is included in Section 6.3.

5.1.4 Interviews of Change Agents

Data obtained from the interview of change agents also provided some general support for H1. Ninety-six percent of respondents felt that national culture plays a very important role in determining whether a particular change effort will be successful, although about 70% felt that Western management theories were applicable in the Indonesian context with some modification.

When asked about the impact of culture on OD, 28.6% of respondents indicated the need to take a non-threatening, more personal and informal approach in the Asian context, 19% cited the more prominent role of the boss, and 14.3% indicated that the forms of rewards and incentives need to be adapted to suit the Indonesian emphasis on status and financial security (as opposed to linking pay to performance). Almost all

respondents brought up the issue of cultural fit and stressed the need to be sensitive to local values, prior to being asked directly about the role of culture by the author.

TABLE 15
ANALYSIS OF OD TACTICS AND TECHNIQUES
EFFECTIVENESS IN THE ASIAN CONTEXT

TACTIC/ TECHNIQUE	DESCRIPTION	RATIONALE FOR CLASSIFICATION	FINDINGS
PREDICTED MOST LIKELY TO BE EFFECTIVE			
Third Party Peace-making /Intervention	Form of process consultation used for dysfunctional interpersonal relations. Conflict resolved through problem solving, bargaining, conciliation, dialogue with help of neutral third party. Group level Human Processes Intervention (cognitive, non-directive)	Respect for harmony and face needed in Asian/Indonesian context. Direct confrontation and conflict can be avoided through use of third party.	<u>Effective</u> Use of neutral third parties often mentioned as way of resolving conflict (33%) and this is one of most important roles of change agent. However emphasis is on <u>informal</u> lobbying and negotiation based on personal relations, avoiding confrontation. Does not seem to be explicitly recognized as specific OD technique/tactic in Indonesia.
Transactional Analysis	Takes form of seminars/training where people learn to better understand themselves and others to increase their effectiveness and ability to interact with others. Individual level Human Processes Intervention (non directive)	May have been incorrectly classified originally	<u>Not Effective</u> Apparently not used at all in Indonesian context. May have been incorrectly classified.
Training (Technical)	Technical training to increase managerial skills in specific areas which thereby increase overall effectiveness of organization. Often constitutes part of larger OD intervention but can be used on its own Individual or group (cognitive)	Use/adaptation of skills to work environment is left to discretion of individuals most familiar with context/culture. Respects hierarchy, harmony and face	<u>Effective</u> Training used extensively in Indonesian context, most prevalent OD technique. Appears reasonably effective although in certain cases effectiveness may be enriched by combining with more comprehensive OD approach.
Coaching (Mentoring) Career Planning and Development	Involves subordinates establishing close relationship with boss as more experienced person who takes personal interest in employees' career, guiding, sponsoring them (part of career development techniques) Individual HRM Intervention (non-directive)	Builds on collective orientation and importance placed on personal relationships	<u>Effective</u> One case that used mentoring was successful. Although might not be recognized or consciously used as an OD technique, is used informally on wide-spread basis, respect for hierarchy and emphasis on personal relations reinforces its effectiveness in Indonesian context.

TACTIC/ TECHNIQUE	DESCRIPTION	RATIONALE FOR CLASSIFICATION	FINDINGS
PREDICTED TO BE EFFECTIVE WITH SOME MODIFICATION			
Survey Feedback	Info is collected (usually through questionnaires) about organizations and fed back to employees and managers so they can diagnose problems and develop solutions. Info fed back in group setting, starting with top management, followed by lower levels. Group Level Human Process Intervention (cognitive, non-directive)	Avoids confrontation, respects harmony (no one person is singled out as being critical, people comfortable to express opinions because can be anonymous) Respects hierarchy	<u>Effective</u> (Actually no modification needed) Used extensively in Indonesia and also in broader Asian context (Putti, 1989) with positive results. Need to ensure top management is committed to follow-up
Team Building	Helps work groups to become more effective in accomplishing tasks by working with them to diagnose group processes, tasks, member roles, strategies and solutions to problems Group or Organization Level Human Processes Intervention (cognitive, non-directive)	In accordance with collective orientation/group focus of Indonesian/Asian culture	<u>Not Effective</u> Appears not to be widely used in Indonesian context. Related to finding that "collective" orientation applies to family and friends, rather than work groups. However, given lack of ability of people to work in teams, may be a need for this OD tactic, although may go against desire for harmony by bringing conflict out into open. Asians seem to prefer indirect, informal communication
Open Systems Planning	Helps organizations and departments systematically assess their environmental relationships and plan for improvements in interactions and become more active in relating to environment Group or Organization Level Strategic Intervention	Largely neutral impact on existing relationship/hierarchy within the organization. Strengthening relations in accordance with cultural emphasis on relationships maintaining harmony.	<u>May be effective with some modification</u> May be useful in Indonesian context where primary need for OD is result of external pressures/needs of environment, although currently Indonesian organizations are reactive, whereas OSP requires organizations to be pro-active in their environment. No indication this approach specifically used in Indonesian context at present time. Inter-organizational relationships in Indonesia are very important, which indicates OSP's potential usefulness.
Strategic Change	Involves organization wide change, particularly as a response to environmental uncertainty and change. Three organizational systems are modified - technical, political, cultural - to try and find a fit between them and the environment. Organization wide Strategic Intervention	Does not necessarily go against orientation in Indonesian context. Depending on how it is implemented could still respect hierarchy, need for harmony and collective orientation.	<u>Maybe be effective with some modification</u> Does not appear to be being systematically used in Indonesian context, although may just "happen" in some cases as organizations try to adapt to environment. Current approaches to OD in Asia are more piecemeal (Putti, 1989) due to desire to avoid making commitment to long-term comprehensive change programs
Culture Change	Helps organizations develop cultures - values, beliefs, norms - which fit their strategies and environment. Emphasis is on keeping organization members pulling in same direction through development of strong organizational culture Organization-wide Strategic Intervention	Organizational culture could be adapted so is consistent with norms, values, and beliefs of underlying culture	<u>Maybe be effective with some modification</u> Not explicitly used as OD technique. However, change agents often mentioned need for "professional" organizational culture, the establishment of which seemed to depend on a leader who was trained in management and not swayed by personal loyalties and vested interests

TACTIC/ TECHNIQUE	DESCRIPTION	RATIONALE FOR CLASSIFICATION	FINDINGS
Process Consultation	Focuses on interpersonal relations and social dynamics occurring in work groups. Consultants help group members diagnose and develop solutions and helps them gain skills to do this themselves. Group Oriented Human Processes Intervention	In accordance with collectivist orientation of culture.	<u>Not likely to be effective.</u> Does not appear to be widely used. May be at odds with tendency to avoid confrontation or conflict, and preference for informal, indirect communication.
Differentiation and Integration	Contingency approach to organizational design which applies to functionally structured organizations. Designs departments and devises methods for coordinating them. Organization-wide Technostructural Intervention	Impact on culture appears neutral.	<u>Likely to be effective.</u> Not explicitly mentioned and may not be recognized as separate OD technique. However, appears change efforts often involve development of systems and processes for organization. This is one of main benefits to come out of change efforts described.
Organizational Design/Formal Structure	Concerns organizations' division of labour into functional, product, matrix, or network structures. Organization-wide Technostructural Intervention	Impact on culture appears neutral.	<u>Effective.</u> Currently used quite often in Indonesian context. /appears to be preference for product or functional structures in keeping with respect for hierarchy. Structures often have many levels, rather than being flat.
Work Design (Job Design/ Job Enrichment)	Concerned with designing work for work groups and individual jobs, including STS for self-regulating work groups and enrichment of jobs with greater task variety, autonomy and feedback. Individual or Group Level Technostructural Intervention	Impact on culture appears neutral.	<u>Effective.</u> Some modification required. Large number of current OD interventions involve clarifying roles and job descriptions. In written survey greatest degree of change desired was in area of clarifying work objectives and providing more feedback. Caution is needed in applying job enrichment in accordance with cultural preferences. Also self-regulation of work groups may not be desired.
PREDICTED NOT LIKELY TO BE EFFECTIVE			
MBO (Goal Setting)	Systematic/periodic meetings between managers and subordinates to accomplish organizational goals by mutual planning of work, reviewing accomplishments and mutual problem solving. Individual or Group Level HRM Intervention (places great demands on individuals, directive)	Respect for hierarchy, desire for harmony means boss would likely dominate goal setting. Subordinates uncomfortable expressing views. Reluctance to provide direct feedback/criticism.	<u>Not Effective.</u> Limited potential exists if modified. Has been used in Indonesian setting with limited success due to lack of truly participative approach, focus on individual goals is detrimental to teamwork, apparent preference of staff to receive clear direction from boss. Some indications that variations of MBO might work, but depends on ability of boss to implement in culturally appropriate way.
Reward Systems	Organizational rewards designed to increase employee satisfaction and performance, using innovative approaches to pay, promotions and benefits. Individual, Group or Organization level HRM Intervention	Collective orientation means would tend to dislike reward/evaluation on an individual basis.	<u>May be effective with some modification</u> Assumption about collective orientation not totally correct gives Asian support for performance appraisals based on individual performance. However Asian cultures may still be reluctant to tie pay to performance due to preference for steady income, limited use of credit and lack of "safety nets"

TACTIC/ TECHNIQUE	DESCRIPTION	RATIONALE FOR CLASSIFICATION	FINDINGS
T Groups (Sensitivity Training)	Provides experiential learning about group dynamics, interpersonal relations and leadership. Involves 10 to 15 strangers and a professional trainer. Individual/Group oriented Human Processes Intervention	Depends on willingness to communicate directly and openly with strangers, which is contrary to importance of maintaining harmony, informal communication and personal relationships	<u>Not Effective</u> In one case where T Groups were used, it was not successful, apparently due to the fact it was felt to be "culturally inappropriate"
Organizational Confrontation Meetings	Mobilizes organization members to identify problems, select action targets and begin working on problems. Used when organizations are under stress and immediate problem solving needed. Organization-wide Human Processes Intervention	Need to preserve harmony and avoid conflict would make it difficult to be accepted	<u>Not likely to be effective</u> Apparently not used in Asian (Indonesian) context, most likely due to desire to avoid confrontation, and tendency to prefer informal, indirect communication
Intergroup Relations	Consultant helps resolve conflict between two or more groups by facilitating understanding of and solutions (behavioral or attitudinal) for conflict Organization-wide Human Processes Intervention	Need to preserve harmony and avoid conflict would make it difficult to be accepted	<u>May be effective with some modification</u> Does not appear to be used. However, use of consultant as neutral third party to help solve conflict in a way that promotes informal, personal communication and lobbying may be effective if it does not rely too heavily on face-to-face formal communication
Quality of Work Life (QWL)	Improve employee well-being and organization effectiveness, usually by promoting employee participation in decision making, or such things as work design and work environment Individual, Group or Organization-wide Technostructural Intervention	Respect for hierarchy would tend to make it difficult for employees to participate in decisions in any meaningful way	<u>May be effective with some modification</u> Does not appear to be widely used Potentially effective depending on form which "participation" manifests itself. It is generally a positive thing if bosses take personal interest in the well being of staff (it builds loyalty, informal relations) and QWL may be one way of doing this

5.1.5 Summary

The research results discussed above provide considerable support for H1. However, in several instances the findings appear to be contradictory or unclear. Although culture appears to play a role and account for several differences in the effectiveness of approaches to organizational change and development, a number of similarities also exist, as evidenced by the fact that more than half of the variables relating to the hypothesized models (25 out of 44) showed no significant differences between Asian and North American respondents.

In order to be able to understand the nature and extent of the impact of culture

on organizational change and development, it appears necessary to look at the research results as they relate to specific cultural attributes. This is done below under each of the research hypotheses (H2 to H7). It may be that some aspects of culture can have a significant impact on approaches to organizational change and development, whereas others may not. This is further discussed in Section 6.

5.2 RESPECT FOR HIERARCHY AND STATUS (H2)

Data obtained from both the written questionnaires and interviews with change agents appear to support hypothesis (H2):

"Approaches to organizational change and development which respect the existing hierarchy and status are more likely to be successful in the Asian context"

5.2.1 Written Questionnaire

5.2.2.1 General Findings

As discussed in Section 5.1.1 and shown in Table 9, Asian respondents felt significantly more strongly than North American respondents that effective change efforts need to respect hierarchy and status ($A=3.4292$, $NA=3.0063$, $t=-3.87$, $s=.000$). Examination of the individual items or statements which make up this measure reveals that Asian managers showed a significantly higher tendency than their North American counterparts to agree that approaches to organizational change are most likely to be effective if they:

* Respect hierarchy and status
($A=3.4583$, $NA=2.4848$, $t=-3.87$, $s=.000$)²⁷

²⁷ A = Mean value Asian responses on scale of 1 to 5

NA = Mean value North American responses on scale of 1 to 5

where 1 = Strongly disagree and 5 = Strongly disagree

t = T value

s = Approximate significance

* Allow for input from staff at different levels without minimizing the importance of the existing hierarchy

(A=4.3333, NA=4.0606, $t=-2.11$, $s=.039$)

* Encourage participation at the peer level only

(A=2.6667, NA=2.0303, $t=-3.36$, $s=.001$)

In their responses to the OD value survey, included in Table 6, Asian respondents also indicated that high levels of respect are given to one's position in the organization and these levels are appropriate and should not change, (Existing=4.6739, Desired=4.6087²⁸). This is consistent with an approach that respects hierarchy and status. Interestingly, the North American response did not differ greatly; fairly high levels of respect for position currently exist and are desired (Existing=4.6774, Desired=4.9091). For both groups this organizational characteristic required the least amount of change.

Significant differences did exist between Asian and North American ranking of the extent to which they thought managers should make decisions without consulting subordinates. North Americans desired considerably less decision making without consultation (3.4848)²⁹ compared with both their existing state (4.5484) and the Asian desired state (4.9149, $t=-4.5$, $s=.000$). Asians appeared comfortable with existing levels of consultation (4.0638).

Two underlying assumptions of H2 were that greater levels of respect for hierarchy and status would mean that:

²⁸ Rated on a scale of 1 to 7, where 1 = minimum level and 7 = maximum level.

²⁹ Ibid

1. Less emphasis would be placed on equal participation and "democratization" of the work force, and;
2. There would be less tendency to question management authority.

Results with respect to these two assumptions, presented below, appear to be somewhat contradictory.

5.2.2.2 Participation

Both North Americans and Asians agreed fairly strongly that effective change should:

- * stress establishing more egalitarian norms
(A=3.5110, NA=3.5152, $t=.02$, $s=.985$)³⁰
- * encourage equal participation regardless of level
(A=3.9167, NA=3.8483, $t=-.36$, $s=.721$)
- * give staff input equal consideration
(A=3.9208, NA=4.0303, $t=.05$, $s=.958$)
- * involve all levels of staff in the change process
(A=4.0833, NA=4.1515, $t=.32$, $s=.751$)

In addition, Asians seemed to feel more strongly that approaches to change which emphasize equal participation and "democratization" of the work force are most likely to be effective (A=4.0625, NA=3.5152, $t=2.57$, $s=0.013$). Because this characteristic was thought to be more applicable in the western context, it was expected that North Americans would show higher levels of agreement. The fact that Indonesian respondents showed similar or higher levels of agreement seems to contradict the earlier support for H2. This will be discussed in more detail in Section 6.4.1.

³⁰ A = Mean value Asian responses on scale of 1 to 5
 NA = Mean value North American responses on scale of 1 to 5
 where 1 = Strongly disagree and 5 = Strongly agree
 t = T value
 s = Approximate significance

5.2.2.3 Questioning Management Authority

Although respect for hierarchy and status would seem to imply that questioning management authority would be unacceptable, this does not appear to be the case. Both Asians and North Americans disagreed with the statement that questioning/criticizing management authority should be avoided, although North Americans indicated slightly greater levels of disagreement, (not statistically significant: $A=2.6042$, $NA=2.3125$, $t=-1.12$, $s=.236$)³¹. In addition, both North Americans and Asians agreed that effective approaches to OD should question management authority and allow for criticism of management ($A=3.7083$, $NA=3.6364$, $t=-.36$, $s=.722$).

However, according to the results of the OD value survey, Asian managers indicated higher existing levels of questioning of management authority than North Americans. Although the North American managers wanted more questioning of management authority, Asian managers wanted less. Thus the direction of desired change was different for the two groups of respondents. (Asian: Existing=3.4255, Desired=4.5745; North American: Existing=4.4194, Desired=4.0000³²) Possible explanations and interpretations are included in Section 6.4.2.

5.2.2 Interviews of Change Agents

Results of the interviews of change agents appear to support H2 but refute some

³¹ A = Mean value Asian responses on scale of 1 to 5

NA = Mean value North American responses on scale of 1 to 5

where 1 = Strongly disagree and 5 = Strongly disagree

t = T value

s = Approximate significance

³² On scale of 1 to 7 where 1 = minimum applicability and

7 = maximum applicability

of its underlying assumptions, particularly with respect to participation and democratization of the work force. The change agents' responses to questions about their general perceptions of organizational change efforts in Asia indicate that participation of staff appears to play a secondary role in successful change.

Employees seldom or never make suggestions for change (76.1%) although 29.2% of respondents indicated employees will make suggestions where the organization's climate is supportive of this, particularly if employees are educated or at a more senior level. The same situation appears to exist with respect to employees taking initiative to solve problems, (38.1%). This suggests that respect for hierarchy and status is important.

Despite the seeming low involvement of staff, almost 80% of respondents indicated greater input by staff would be desirable, depending on how it was perceived. The best way to encourage input is to create an appropriate organizational culture (according to 35.7% of respondents), and 21.4% of respondents indicated encouragement of input depended on the approach of the leader, while 14.3% advocated use of an informal, personal approach. In addition, almost 12% of respondents did indicate that encouraging staff participation is an effective means of mobilizing organizations for change. With respect to the specific cases of organizational change described by each of the change agents, nearly 20% of change agents indicated they would like to have taken a more participative approach.

An examination of the role of the staff and their degree of participation in the change process in each of the specific cases of organizational change reveals that 40.9%

were only recipients of the change, 36.4% had some participation in the process but no input into the decisions made. In only 13.6% of cases did staff participate and have input into some or all of the change decisions.

In 22.7% of the cases, employees openly shared their views about the change process. In 18.2% there was no sharing of views, and in 50% sharing of views was contingent upon such things as the absence of the boss and the level/status of the employees in question. These findings lend support to H2.

However, there is some indication that greater participation of staff can affect the outcome of the change effort. In those situations where employees had more opportunity to participate, it appears that attitudes to change were slightly more supportive. In none of the cases where staff were only recipients of the change effort, were they considered "supportive" of the process. A similar situation exists for the extent to which staff were provided with the opportunity to express their views about the change efforts. In none of the cases where there was no input by staff, were they "supportive" of the change effort.

Attempts to link the extent and nature of staff participation with relative success of the change effort proved very difficult. However, in both those cases which were unsuccessful, employees resisted the change process throughout. Hence success of the change effort does appear somewhat related to attitude towards change, which in turn seems to be associated with participation and input into the process. Therefore it may be assumed that the level of participation does have an impact on the outcome of the change effort. The seeming contradiction of this observation with the prior finding that a top

down approach which respects hierarchy and status is acceptable will be discussed further in Section 6.4.

5.3 RESPECT FOR HARMONY AND FACE (H3)

Based on the research findings it appears possible to accept hypothesis (H3):

"Approaches to organizational change and development which respect the need to preserve harmony and the concern for face are more likely to be successful in the Asian context".

5.3.1 Written Questionnaires

Results of the analysis discussed in Section 5.1.1 showed that levels of agreement that effective change should respect the need for harmony and face were significantly higher for Asian respondents than North American respondents ($A=3.2792$, $NA=2.8485$, $t=-3.45$, $s=.001$). Examination of the individual items or statements making up this measure reveal that Asian respondents indicated significantly higher levels of agreement than North American respondents that effective change should:

- * Respect the need to preserve harmony and good relations
($A=4.2708$, $NA=3.5152$, $t=-3.37$, $s=.001$)³³

- * Not emphasize frank communication and exchange of feelings
($A=2.1875$, $NA=1.7576$, $t=-2.17$, $s=.033$)

- * Avoid confrontation, direct criticism and conflict
($A=2.9583$, $NA=2.4242$, $t=-2.15$, $s=.036$)

- * Deal privately with matters of conflict/hurt feelings and publicly emphasize items of agreement
($A=3.8542$, $NA=3.3939$, $t=-2.11$, $s=.040$)

³³ A = Mean value Asian responses on scale of 1 to 5
 NA = Mean value North American responses on scale of 1 to 5
 where 1 = Strongly disagree and 5 = Strongly disagree
 t = T value
 s = Approximate significance

In addition, support for H3 is indicated by the fact that North American respondents' levels of agreement that effective change should encourage open communication and confrontation to solve problems was significantly higher than that of their Asian colleagues, ($A=3.5417$, $NA=3.9063$, $t=1.82$, $s=.074$).

Examination of the research results, however, reveal a number of somewhat contradictory findings, which indicate that although the hypothesis itself can be accepted, some of the underlying assumptions of this aspect of the Asian model of effective change may not be accurate. It was expected that the need to preserve harmony and face would mean:

1. Open/frank communication would be avoided
2. Confrontation and direct criticism would be avoided
3. Conflict would be dealt with privately
4. Go-betweens would be important and used frequently.

Although they disagreed less strongly than their North American colleagues, Asians still disagreed quite strongly that effective change in Asia:

* should not emphasize frank communication and exchange of feelings ($A=2.1875$, $NA=1.7576$), and,

* should avoid confrontation, direct criticism and conflict ($A=2.9583$, $NA=2.4242$).

In addition, there appeared to be no significant difference between Asian and North American high levels of agreement that:

* go-betweens play an important role but should only be used as a last resort if face-to-face communication breaks down ($A=3.7500$, $NA=3.8182$, $t=.37$, $s=.711$)

* effective change efforts should emphasize open, honest and frank communication ($A=4.3750$, $NA=4.1818$, $t=-1.28$, $s=.204$)

* open discussion of matters of disagreement is important ($A=4.0213$, $NA=3.9697$, $t=-.36$, $s=.717$)

In addition, both groups showed similar levels of disagreement with the statement that effective change efforts should encourage confrontation ($A=2.4583$, $NA=2.5455$, $t=.47$, $s=.639$). The results of the written questionnaire as they relate to each of the underlying assumptions are summarized below.

Communication

In contrast with an underlying assumption of H3, it appears that open, frank communication and exchange of feelings is a desired and important element of the change process in Asia which is not considered inconsistent with the emphasis placed on preserving harmony. Asians agreed more strongly with the statement that effective change should place importance on open, honest and frank communication than with any other statement about effective change. The need to preserve harmony and good relations in contrast, received the fourth highest level of agreement, (see Table 6).

Confrontation and Criticism

Research findings indicate that confrontation and direct criticism should be avoided, which is consistent with a need to preserve harmony. North American respondents showed a significantly higher level of agreement than Asians with using confrontational and open communication to solve problems. Both groups of respondents did not agree with the statement that effective change efforts should encourage confrontation.

Conflict

The research findings appear largely to support the underlying assumption of H3 with respect to how conflict is dealt with in the Asian context. As indicated above, Asians showed significantly higher levels of agreement with the statement that matters of conflict should be dealt with privately and matters of agreement emphasized in public.

Go-Betweens

According to the written survey results, both Asians and North Americans feel go-betweens have important roles to play but should be only used as a last resort, which appears to contradict one of the underlying assumptions of H3, which is that go-betweens would play a greater role in the Asian context.

5.3.2 Interviews of Change Agents

The interview data appears to provide strong general support for H3, as well as for each of the underlying assumptions.

Communication

When asked about the nature of effective communication, interview respondents consistently stressed the importance of informal, personal communication which is non-threatening and indirect. This is seen as being far more productive than formal methods of communication, such as memos, and is consistent with the need to preserve harmony. A non-threatening, personal approach was also considered the most effective way of changing behaviour (21%), together with using incentives/rewards (21%). These findings appear to contradict somewhat the finding from the written questionnaires that open and frank communication is desired.

However, it is interesting to note that although respondents stressed the importance of informal, personal communication for effective OD, this approach was only used in 15.8% of cases described (see Appendix 12).

According to 38.1% of interview respondents, the best way to mobilize organizations for change in Indonesia is through effective communication. Intensified communication was mentioned by 13.6% of the interview respondents as a good way to overcome resistance to change.

Confrontation

Asked about the role of confrontation in change efforts, 17.4% of the change agents indicated it should not be used, while 73.8% indicated it should only be used under certain circumstances, such as when it is done in a manner that is "culturally appropriate" (ie. disguised) or when a strong personal, informal relationship already exists. This is reflected in several of their comments:

" In the [Indonesian] cultural context, confrontation is not the way to achieve co-operation. It goes against the spirit of consensus dominant in management processes"

" ... need to use lobbying, subtle pressures or bypassing, confrontation won't work"

Conflict

One third of the change agents interviewed indicated that informal lobbying and use of neutral third parties was the best way to deal with conflict that might arise in the course of a change effort, while 23.8% indicated negotiation. Only 9.5% indicated open discussion or meetings as a means to resolve conflict. Conflict appears to be something which should be dealt with privately. This is consistent with a need to preserve

harmony. However, there appeared to be little relationship between how conflict was dealt with and success of the change effort (see Appendix 14).

Go-Betweens

Results of the interview of change agents appear to contradict the findings of the written survey with respect to the role of go-betweens. One third of the change agents interviewed indicated that the primary role of the change agent is to act as a neutral third party to help avoid internal conflict, overcome vested interests, and act as a buffer between management and employees. This finding supports the need to preserve harmony.

In addition several change agents provided examples of using "outsiders" to make tough decisions as a means of deflecting criticism and negative repercussions that would otherwise have been directed at senior management. This reflects a concern for preserving harmony. The apparent contradictions in these results are discussed further in Section 6.5.

5.4 COLLECTIVE ORIENTATION (H4)

Research findings appear to provide mixed support for hypothesis (H4) that:

" Approaches to organizational change and development which reflect a collective orientation are more likely to be effective in the Asian context".

5.4.1 Written Questionnaires

Results of the analysis discussed in Section 5.1.1 indicated that there were no significant differences between Asian and North American respondents' levels of agreement with the need to use a collective approach to change. However, Asian

respondents appeared to show slightly higher levels of agreement with the approach hypothesized to be more effective in the North American context ($A=3.8085$, $NA=3.5455$, $t=-2.41$, $s=.018$). Although these findings do not appear to support H4, and may even be said to refute it, careful examination of individual items or statements reveal some support for H4.

Asian respondents indicated significantly higher levels of agreement than their North American colleagues with the statement that effective change should:

- * Adopt a collective rather than individualistic orientation
($A=4.1875$, $NA=3.6970$, $t=-2.49$, $s=.016$)³⁴

However Asians also showed significantly higher levels of agreement that:

- * Effective change should utilize performance appraisals based on individual performance ($A=3.9167$, $NA=3.3939$, $t=-2.74$, $s=.008$)

Other than these two aspects, Asian and North American respondents indicated very similar levels of agreement or disagreement with a number of statements pertaining to collective versus individualistic approaches to change. Both North Americans and Asians strongly agree that approaches to OD should:

- * emphasize finding solutions through collective rather than individual means
($A=3.9063$, $NA=3.9792$, $t=-.40$, $s=.688$)
- * encourage teamwork but not at the expense of individual initiative
($A=4.2708$, $NA=4.1212$, $t=-1.31$, $s=.195$)
- * encourage individuals to take personal responsibility for identifying and solving problems
($A=3.1064$, $NA=2.8788$, $t=-1.00$, $s=.319$)

³⁴ A = Mean value Asian responses on scale of 1 to 5
 NA = Mean value North American responses on scale of 1 to 5
 where 1 = Strongly disagree and 5 = Strongly disagree
 t = T value
 s = Approximate significance

Both groups only moderately agree that approaches to OD should:

* attempt to change behaviour by focusing on the task rather than the individual
(A=3.3750, NA=3.3750, $t=-.00$, $s=1.00$)

* avoid rewarding or evaluating success strictly on an individual basis
(A=3.0625, NA=3.3438, $t=1.13$, $s=.261$)

* encourage individual initiative in solving problems along with lesser emphasis on team approach
(A=3.1064, NA=2.8788, $t=-1.00$, $s=.319$)

Although these findings neither refute nor support H4, results of the OD value survey, summarized in Table 6, indicate that a collective orientation is more likely to be effective in the Asian context.

It appears that individuals in work groups in the Asian context tend to place more importance on working together than striving for individual recognition, than is the case with individuals in work groups in North America, (Existing: A=4.2979, NA=3.5806, $t=-2.03$, $s=.047^{35}$). In addition, Asian respondents appear to feel that this characteristic should be present in significantly higher amounts than North American respondents, (A=6.0213, NA=5.2424, $t=-3.05$, $s=.003$). Asians also feel more strongly than North Americans that organizations should provide job security for employees (A=6.1957, NA=4.7879, $t=5.16$, $s=.000$).

The extent to which Asians felt an organization should reward cooperative behaviour was also significantly higher than North Americans (Desired: A=6.0208, NA=5.5455, $t=-1.82$, $s=.022$). In addition, Asian respondents felt more strongly than North American respondents that managers should socialize with their subordinates after

³⁵ Mean values for each of the Asian (A) and North American (NA) groups are based on ratings on a scale of 1 to 7 where 1 = minimum applicability and 7 = maximum applicability.

work, which seems to reflect more of a collective orientation and greater emphasis on personal relationships ($A=5.000$, $NA=4.000$, $t=-3.45$, $s=.001$).

Although these findings indicate support for H4, other findings from the OD value survey provide little evidence that a collective approach to change would be more effective in the Asian context. There was no significant difference between North American and Asian respondents with respect to the extent they thought managers should take an interest in subordinates ($A=4.7292$, $NA=4.4848$, $t=-.79$, $s=.432$), although both groups felt it should increase. A significant difference did exist, however, which appears to refute H4. Asian respondents indicated that managers should take initiative and do things on their own to a significantly higher degree than North American respondents ($A=6.4894$, $NA=5.7188$, $t=-3.98$, $s=.000$).

Closer examination is needed to clarify and interpret these findings with respect to H4. This is done in Section 6.6.

5.4.2 Interviews of Change Agents

It appears that some of the research results from interviews with change agents are not consistent with a more collective orientation. There appear to be conflicting messages about the role of the group versus the role of the individual and the impact this has on the change effort. This is particularly evident with respect to the:

- * Importance of considering the individual, and;
- * Poor teamwork.

Data pertaining to each of these apparent contradictions is presented below and then discussed in more detail in Section 6.6, along with possible explanations of how these

may actually be compatible with a "collective orientation" as defined in the Asian context.

5.4.2.1 Importance of Considering the Individual

The need to consider the impact of change on individuals was one of the main themes to come out of the interviews with change agents. Clarifying benefits of the change for the individual was the most often cited method for overcoming resistance to change (27% of respondents). In addition, attitudes of staff to change appeared to depend greatly on its impact on them as individuals. Stressing the benefits of the change for individuals appeared to be an important factor in getting people to support the change effort. This is reflected in the following comments:

" change always meets with resistance unless [staff] see direct benefits for themselves"

" resistance to change comes when employees are affected negatively by the change on an individual level, and less importantly, on the collective level"

" Indonesians don't look at what good organizational change can do for the organization, they look at the impact it has on them as individuals"

It is interesting to note that there appeared to be a difference between the North American and Asian change agents with respect to overcoming resistance to change. Indonesian change agents stressed the need to take a more individual approach which emphasized the benefit for, or impact on the individual. This approach was not mentioned by North American change agents working in Indonesia, (see Appendix 13 for more detailed discussion of differences between responses of North American and Asian change agents). In addition, as mentioned earlier, Indonesians indicated significantly higher levels of agreement that effective change should utilize performance appraisals

based on individual performance.

There is some indication that these seemingly individualistic attitudes also apply on a broader level as indicated by comments from change agents:

"people here [Indonesia] think more about what they can get from an organization that what they can give it... it's selfishness"

"people give ideas only if it has some personal benefit or importance for them"

5.4.2.2 Poor Teamwork

Although inconsistent with Asian culture's seemingly collectivist orientation, the inability of work groups or teams to function well in the Indonesian context was a recurring theme to come out of the interviews of change agents. Indonesians do not seem to work well in groups to accomplish organizational goals due to emphasis placed on individual interests. This is reflected in the following comments by change agents:

"Teams can only work if dealing with an external entity - in Indonesia teams fall apart rapidly because of individual interests"

"People don't understand how to work in a group... consider personal interests first..."

"In Indonesia people are supposed to be group oriented rather than individualistic, but groups don't work well, people turn inwards... and aren't productive".

The seeming contradiction between the "collectivist orientation" of Asian cultures and the findings discussed above is discussed in considerable detail in Section 6.6.

5.5 PRE-CONDITIONS FOR CHANGE

As part of this research undertaking, an attempt was made to identify necessary pre-conditions for successful change unique to the Asian cultural context. Although the research findings were successful at doing this to some extent, the actual differences

between the Asian and the North American situations were not as great as originally expected. It was hypothesized that two additional preconditions for change would be needed in the Asian context, each of which are discussed separately below.

5.5.1 Visible Support By Powerful Stakeholders (H5)

The research findings support the hypothesis (H5) that:

Change efforts which are visibly supported by powerful stakeholders and which are initiated by decree by those with legitimate authority are more likely to be successful in the Asian context.

5.5.1.1 Written Questionnaire

Asian respondents showed a significantly higher level of agreement that change is more likely to be effective if it:

- * Is supported by powerful stakeholders who decree that change will take place (A=3.9375, AN=3.3438, $t=-2.24$, $s=.030$)³⁶

However, the North American respondents also indicated that top management and the support of powerful stakeholders were important parts of effective change efforts. Both groups showed moderate levels of agreement that effective change is best initiated at any level in the organization (A=3.6875, NA=3.7273, $t=.17$, $s=.863$), and should involve all staff equally in the change decisions (A=3.2083, NA=3.3636, $t=.67$, $s=.503$). However, in both cases, North American respondents tended to agree slightly more than Asian respondents (differences are not statistically significant).

³⁶ A = Mean value Asian responses on scale of 1 to 5
 NA = Mean value North American responses on scale of 1 to 5
 where 1 = Strongly disagree and 5 = Strongly disagree
 t = T value
 s = Approximate significance

5.5.1.2 Interviews of Change Agents

The above findings were reinforced by the data obtained during the interviews with change agents. One of the main themes which arose was the importance of the commitment and visible support of top management. In fact, top management endorsement and support was the second most often mentioned means of effectively mobilizing organizations for change (as indicated by 29% of interviewees), after effective communication (38%). The role of the leader in changing behaviour was also stressed, in particular the need for a "tough but fair leadership" style (10.5%).

In 57% of the cases described by change agents, the change was initiated by senior managers or directors. In 70% of the cases, change was communicated to staff in a top down manner by senior managers or external stakeholders. Lack of top management commitment was indicated as the greatest barrier to effective OD by 30% of interviewees, followed by lack of skilled human resources (17.4%), and resistance by individuals (17.4%). Decree/commitment from top management (13.6%) was the second most-cited means for overcoming resistance to change. Finally, 19% of the change agents interviewed indicated that they thought the greatest impact which culture had on OD in Indonesia was the more prominent role of the boss.

The importance of top management support was also reflected in statements about tactics or techniques used to bring about change. Of the tactics mentioned, 29.2% involved training/workshops, 16.7% involved a top down decree that change will take place, and 12.5% involved top management support. Only 8.3% of respondents made reference to standard OD techniques such as MBO, while only 4.2% of respondents

mentioned participation.

The top down approach to initiation, decision-making, and communication of the change effort does not appear to be directly related to the outcome of the change effort; several change efforts rated "successful" used this approach (see Appendix 14). This appears to lend support to the importance of the hierarchy and the role of top management in the change effort, and is discussed in more detail in Section 6.7.1.

5.5.2 External Pressure for Change (H6)

Research findings provide some support for hypothesis (H6):

Change efforts which result from external pressure, due to a changing environment, crisis or a visible gap between performance and objectives, are more likely to be effective in the Asian context.

5.5.2.1 Written Questionnaire

The research results indicate that external pressures (eg. competitive pressures, business growth) play a greater role in bringing about change in Asia than in North America. However, the support for this based on the results from the written questionnaire are somewhat ambiguous. North American and Asian respondents both show moderate levels of agreement with the statement that effective change:

* Comes about as a result of external pressure for change
(A=3.1875, NA=3.2581, $t=.29$, $s=.773$)

The lack of significant differences with respect to this statement appears to refute H6. However, North American respondents do show significantly higher levels of agreement with the statement that effective change:

* Comes about as a result of either internal or external pressure.(A=3.2708, NA=3.7879, $t=3.000$, $s=.004$)

5.5.2.2 Interviews of Change Agents

Evidence from the interview with change agents indicates quite strongly that external pressures may play a greater role in making change come about in the Asian context than internal pressures. The reasons why organizations undertake change are primarily external: 32% of interviewees indicated change was the result of "external pressure", while 17% indicated business growth. Interestingly, there appears to be a difference between responses of the Asian change agents and the North American change agents working in Asia (of which there were 5 included in the sample of 24). Indonesian change agents were far more likely to cite external pressures as the reason for change than the North American change agents - 12 Asians mentioned this as compared to 1 North American. (Please see Appendix 13 for further discussion of differences between responses of Asian and North American change agents interviewed).

The three most often cited reasons for using OD include external pressure (31.7%), business growth (17%), and a desire to increase efficiency (12.2%). Several respondents indicated that OD techniques were often used to develop more sophisticated and "professional" management in an effort to increase the status and credibility of the organization.

Twenty-two percent of the specific change efforts described had the general objective of "increasing productivity or profitability" followed by "clarify roles and responsibilities" (17.4%), "improve quality of organizational outputs" (17.4%), and "human resource development" (17.4%). The most often cited reason for undertaking change was "inefficient use of resources" (27.3%), followed by "unclear roles" (18.2%),

"not fulfilling mandate" (13.6%), and "external pressure" (13.6%). These findings are discussed further in Section 6.7.2.

5.6 LEADERSHIP OF THE CHANGE PROCESS (H7)

The research results do not appear to support H7:

Leadership of the change process which conforms to the qualities of the nurturant task leadership style is more likely to result in successful outcomes in Asian context.

It is not clear from the data that the most effective or desirable leadership style is the nurturant task leadership style described by Sinha (1984), where a leader cares for the personal well-being and growth of subordinates and, in turn, the subordinates accept the leader's higher status and respect and obeys him/her willingly.

5.6.1 Written Questionnaire

As discussed briefly in Section 5.1.1, the overall measure of leadership provided indeterminant results with respect to this hypothesis. An examination of the individual items making up this measure revealed that only two aspects of this hypothesized model of leadership were supported by the results of the written questionnaire. Asian respondents showed significantly higher levels of agreement that leaders of change efforts should motivate their staff through:

* Peer pressure

(A=3.3750, NA=2.6563, $t=-3.25$, $s=.002$)³⁷

* Sense of loyalty and belonging

(A=4.0455, NA=3.6563, $t=-1.89$, $s=.063$)

³⁷ A = Mean value Asian responses on scale of 1 to 5

NA = Mean value North American responses on scale of 1 to 5

where 1 = Strongly disagree and 5 = Strongly disagree

t = T value

s = Approximate significance

The fact that Asian respondents felt more strongly about the sense of loyalty and belonging supports the previous finding concerning the greater importance placed on personal relationships in the Asian context.

Although Indonesian respondents disagreed less than Canadian respondents that effective change is led by individuals who are paternalistic, it is important to note that both groups disagreed, which does not lend support to the hypothesis.

A number of the research findings openly refute the effectiveness of the nurturant task leadership style in the Asian context. Asian respondents indicated a higher level of agreement than North American respondents that change is more likely to be effective if:

- * It uses an open, participatory leadership style
(A=4.3125, NA=4.0303, $t=-1.85$, $s=.070$)³⁸

- * It motivates staff by emphasis on performance
(A=4.1087, NA=3.7576, $t=-2.29$, $s=.028$)

In addition, both groups indicated that clear direction and fostering involvement are important characteristics of effective leadership with respect to change efforts.

Contrary to what was expected, North Americans showed significantly higher levels of agreement that change led by individuals who set an example is more likely to be effective, although Indonesians also indicated high levels of agreement with this statement. Although contrary to the hypothesized model, this finding appears consistent with a more egalitarian culture where superiors are expected to conform to the same

³⁸ A = Mean value Asian responses on scale of 1 to 5
 NA = Mean value North American responses on scale of 1 to 5
 where 1 = Strongly disagree and 5 = Strongly disagree
 t = T value
 s = Approximate significance

standards as their subordinates.

There were no significant differences between Asian and North American levels of agreement with statements about how change agents gain credibility. Both groups felt that change agent credibility is related to social status, education, past achievements, and their ability to demonstrate quick and tangible results.

5.6.2 Interviews of Change Agents

Study findings indicate that the leader plays a significant role in the change process in Asia, which is perhaps greater than that of leaders in North America. The importance of the leader in the change process is demonstrated by the fact that the most often mentioned barrier to change was the lack of top management commitment. In addition, 23.9% of change agents felt that getting top management involved is the best way to mobilize an organization for change. According to one change agent:

"If possible, we [the change agents], influence them [top management] and then it is not necessary to influence the whole organization, the decision makers only".

According to 20% of interview respondents, the most significant impact which Asian culture has on the nature of the change effort, is that the role of the boss is greater. In 21.4% of cases the reason for success of the change effort was that it was "decreed from above". The greater role played by the leader may be a result of the high levels of respect for hierarchy, discussed above in Section 5.2. One change agent explains that a strong leader is needed because "people prefer being directed rather than being able to decide themselves..."

In all 23 cases of organizational change described by the change agents, top/senior management played a key role in the change process; one third approved the change and

were indirectly involved in it, 22.2% acted as initiators, 16.7% provided instruction about the nature of the change, and 16.7% supported the process.

Although 50% of the interviewees indicated that external change agents were used "occasionally" to help lead the change effort, reference was also made to the practice of hiring well educated, experienced managers to act as internal change agents. Almost one-third of interviewees indicated that the primary role of a change agent is to help minimize internal conflict, overcome vested interests and make difficult or culturally inappropriate decisions, such as firing staff. This would seem to suggest that use of internal consultants is more effective in the Asian context. However, given the importance of personal, informal relationships to effective change, discussed earlier, there also appear to be advantages to using internal consultants. Based on the author's experience in Asia, particularly Indonesia, an approach which pairs external consultants with internal consultants appears to be the most effective. This approach is the one used and advocated by a leading Indonesian management development institute, (IPPM).

There appeared to be no relationship between the nature of the leadership role taken by either top management or the change agent and the relative success of the change effort in the 25 cases described by the change agents (see Appendix 14). Despite this, a common theme which arose in the course of the interviews was the importance of top level commitment for the success or failure of the change effort. It appears that the level of commitment and the way this is demonstrated or communicated to staff may be more important than the formal role played by top management in the change process.

In summary, the research results provide little support for H7. Possible

explanations for this lack of support for H7 are included in Section 6.8. In addition, an effort is made to interpret the findings and to determine what constitutes effective leadership of the change process in the Asian context.

5.7 SUMMARY OF RESULTS

The extent to which data from each of the methods used appears to support and/or refute the research hypotheses is summarized below in Table 16. Based on the initial examination of the data, discussed above, there appeared to be several areas where the results were contradictory or unclear. Efforts made to further clarify and interpret the data, discussed in Section 6, showed that the research did support several hypotheses which did not originally appear to be supported by the results. Cases where initial indeterminant results were later found, through careful examination/interpretation, to either lend support to, or refute, the hypotheses, are shown on Table 16 with an asterisk (*).

TABLE 16
EXTENT TO WHICH RESULTS SUPPORT RESEARCH HYPOTHESES
ACCORDING TO METHODOLOGY USED³⁹

HYPOTHESES AND UNDERLYING ASSUMPTIONS	WRITTEN QUESTIONNAIRE	INTERVIEW OF CHANGE AGENTS
H1 - FIT WITH ASIAN VALUES Methods used to test H1: -Agreement with Hypothesized Models -Discriminant Analysis -Tactics and Techniques	SUPPORT Indeterminant* Support n/a	SUPPORT n/a n/a Indeterminant*
H2 - RESPECT FOR HIERARCHY AND STATUS Underlying Assumptions: -Less emphasis placed on participation -Management authority not questioned	SUPPORT No Support* Indeterminant*	SUPPORT Indeterminant* Indeterminant*
H3 - RESPECT FOR HARMONY AND FACE Underlying Assumptions: -Open/Frank communication avoided -Confrontation, criticism avoided -Conflict deal with privately -Go-betweens important	SUPPORT No Support* Support Support No Support*	SUPPORT Support Support Support Support
H4 - COLLECTIVE ORIENTATION	INDETERMINANT *	INDETERMINANT T *
H5 - VISIBLE SUPPORT BY POWERFUL STAKEHOLDERS	SUPPORT	SUPPORT
H6 - EXTERNAL PRESSURE/PERFORMANCE GAP	SUPPORT	SUPPORT
H7 - NUTURANT TASK LEADERSHIP STYLE	NO SUPPORT	INDETERMINANT T

³⁹ Degree of support indicated represents initial assessment of data.

6. DISCUSSION OF RESULTS

In the following section, the results of both the written questionnaires and the interviews of change agents will be discussed in order to clarify and interpret the research findings as well as to explain some of their seeming contradictions. The following discussion is intended to help determine the extent to which the research findings refute or support the research hypotheses as well as to develop some general guidelines with respect to approaches to organizational change more likely to be effective in the Asian context. A number of general characteristics and contradictions observed in the data are first discussed and possible explanations presented. This is followed by an examination of the findings with respect to each of the individual hypotheses.

6.1 GENERAL

The initial examination of the research results, both in general and with respect to each of the different hypotheses, revealed a number of concerns and/or apparent contradictions which can be grouped into four main categories, each of which is discussed below.

1. Contradictions and lack of clarity of results
2. Stronger preference of Asians for certain "North American" approaches
3. Stronger preferences of Asians in general
4. Large number of similarities

6.1.1 Contradictions and lack of clarity of results

It appears from the results presented in Section 5 that H1 and several other hypotheses are supported by the research. Therefore, it can be concluded that cultural

fit does have an impact on the effectiveness of approaches to organizational change and development. However, in some instances, it is not clear what the impact of culture is, nor why some hypotheses seem to be supported while the underlying assumptions are not. There are several possible explanations for the apparent contradictions and lack of clarity of some of the results, each of which is discussed below.

6.2.1.1 Impact on OD is uneven for different cultural attributes

The impact of different cultural attributes on the effectiveness of approaches to OD may be uneven. In other words, some aspects of culture appear to have a significant impact on OD, whereas others appear to have minimal or no impact. This would help to explain why more than half of the variables relating to the hypothesized models (25 out of 44), showed no significant differences in levels of agreement between Asian and North American respondents.

In order to understand which aspects of culture play a role in whether or not a change effort is successful, it is necessary to interpret the research results as they relate to each of these specific cultural attributes. This is done below in Sections 6.2 to 6.8.

6.2.1.2 Cultural dimensions are defined and/or manifested differently in the Asian context

Upon careful examination of the research results, in particular those obtained from the interviews of change agents, it appears that there may be differences between the way North Americans define certain cultural attributes, as well as differences in the way these attributes are manifested in the North American and Asian contexts.

For example, in the Asian context it may be possible to have equal participation

which is consistent with a top down approach and respect for hierarchy, because equal participation in the Asian context may not mean employees will participate equally in making decisions although they may be involved in the process. In other words, whereas North Americans may only feel they have participated if they have taken part in actually making the decisions, Asians feel they have participated if they have simply been consulted in the process. Asians may express a strong desire for greater participation and open communication, but this may not have the same meaning as in the North American context.

Differences in the way certain cultural dimensions are manifested/defined in the Asian and North American contexts are discussed below in relation to the different cultural attributes, together with supporting data, in Sections 6.4 through 6.8.

6.1.2 Stronger Preferences of Asians for Certain North American Approaches

As discussed in Section 5, Asians appeared to show stronger agreement than North Americans with a number of statements about OD hypothesized as being more effective in the North American context which tends to refute the hypothesized models and contradict the finding that cultural fit has an impact on the effectiveness of different approaches to OD. There are several possible general explanations for this, each of which is discussed below.

6.1.2.1 Actual vs Espoused values

Asian responses may reflect espoused or socially acceptable "ideals", but may not reflect the more deeply rooted values which govern behaviour. Considerable support for this possible explanation is evident from an examination of the nature of the statements

associated with the North American model of effective change which were more strongly agreed to by the Asian respondents than the North American respondents. Many of these statements reflect what might be considered universally accepted ideals, such as egalitarianism, participation in decision-making and 'democratization' of the workplace. Although these attributes may be highly desirable, the extent to which they are actually realized, even in the North American context, is questionable.

6.1.2.2 Management Theory/Management as science

The sample of Asian managers were all participants in the executive MBA program at IPPM, an Indonesian management institute that teaches a great deal of Western management theory. Much of this theory is based on the underlying Western assumption that attributes such as "participation" are desirable and effective approaches to management. Indonesian respondents may have felt that they were giving the appropriate or "correct" responses, as opposed to those most effective in the Indonesian context. In addition, Laurent (1989) found that Indonesian managers tend to perceive management theory as a science, and as a result, may be less inclined to question its applicability to their own circumstances.

6.1.3 Stronger Preferences of Asians in General

Asian respondents indicated generally higher levels of agreement with statements about the hypothesized models, desired greater magnitudes of change and had higher desired states when compared with North American respondents. Although this may also be explained, in part, by some of the reasons cited above, there are a number of additional possible explanations, including the following:

6.1.3.1 Need for Improvement is High

The tendency of Asian respondents to show higher levels of agreement with the hypothesized models and higher levels of desired change may reflect what they consider to be a current lack of certain attributes and a greater overall desire for change. In other words, their responses may reflect higher levels of dissatisfaction and need for improvement with respect to current management and organizational practices.

For example, the results of the written questionnaire indicated that Asians desired more participation than they currently have, and a higher amount, in absolute terms, than indicated as desirable by North American respondents. This apparent strong desire for more and greater levels of participation may reflect the degree to which it is currently lacking in the Asian context. Based on the interviews of change agents, it appears that participation of staff currently plays a secondary role in successful change in Indonesia, which would seem to suggest it is not a commonly used managerial approach.

6.1.3.2 Desire for Professional Management

Based on the interviews of change agents, it appears there is widespread recognition amongst Asian managers of the need for more professional management practices in general. This strong desire, largely a result of rapidly growing and intense competition, combined with the need for improvement discussed above, may also be reflected in the Asian managers' responses.

6.1.3.3 Different Perceptions of Measurement Scales

A third possible explanation for the Asian respondents' desire for higher levels of certain characteristics and greater magnitude of change may be due, in part, to the

way the Asian and North American managers perceived the research instrument and the statements it contained about effective approaches to management and organizational change. Adler et al (1988), in their study of Chinese managerial behaviour, demonstrated some of the limitations of using research instruments based on largely Western perceptions of management, in non-Western cultures. These limitations are further discussed in Section 7.

6.1.4 Large Numbers of Similarities

Although cultural fit appears to account for several differences in Asian and North American respondents' perceptions of effective approaches to OD, a number of similarities also exist. In fact, based on the results of the written questionnaire about the hypothesized models of change, there were more similarities between the Asian and North American responses (25 statements out of 44) than there were differences. This seems to contradict findings of this research with respect to H1, as well as those of other researchers such as Hofstede (1990) who found that significant differences did exist. Unfortunately, however, Hofstede does not appear to have noted cultural similarities, focusing solely on cultural differences.

There are a number of possible explanations for the existence of the similarities in the findings of this research, which are discussed below.

6.1.4.1 Models not mutually exclusive

The fact that Asian respondents feel aspects of both the North American and Asian models of change are effective in the Asian context may be due to the nature of the hypothesized models themselves. An underlying assumption of the North American

model is that it is largely the opposite of the Asian model. Based on a number of findings, particularly with respect to hierarchy and status, it appears that the two models may overlap, with some elements of the North American model being appropriate in the Asian context, perhaps in varying degrees or with slight modifications.

The "overlapping" nature of the two models is illustrated by the fact that both North American and Asians agreed that effective change should allow for input from staff without minimizing the importance of the existing hierarchy. Hierarchy plays a role in effective change in the western context despite the emphasis on egalitarianism and democratization. This finding is supported by Locke, Schweiger, and Latham (1985) who found that the virtues of participation in decision making may well be overrated in the North American context. They also found little indication that a participative approach is necessarily superior to an authoritative approach.

Careful examination of the results show that many of the differences revealed between the North American and Asian responses are not ones of substance or direction, but rather ones of degree. In other words, the type of changes desired by North Americans and Asians appear to be similar, but only the magnitude of the change differs (see Appendix 15 for a more detailed discussion of research findings pertaining to similarities and differences between North American and Asian respondents' desired direction and magnitude of change). This would suggest that, contrary to the assumptions underlying the development of the research hypotheses, the models of effective change in Asia and North America share many common characteristics.

The issue then, may be to define differences in the models of change in terms of

"degree". In some instances, it may be that Asians and North Americans are moving in the same direction, but they are starting and ending at different points, and the magnitude of change differs.

6.1.4.2 Research Instrument

In some cases, weaknesses in the research instrument, particularly with respect to the wording of statements, (which was occasionally poor or vague), may have resulted in it being unable to identify important, yet subtle distinctions. In addition, there is some evidence to suggest that there may have been some confusion on behalf of Asian respondents with respect to the use of reverse scales. In one instance where a reverse scale was used the question had to be left out of the analysis because the findings indicated respondents had clearly made an error in answering the question.

6.2 ROLE OF CULTURE AND THE ISSUE OF CULTURAL FIT (H1)

As indicated in Section 5.1, the hypothesis (H1) that "approaches to organization change and development which reflect underlying cultural values are more likely to be effective in the Asian context" was tested using three different methods. Each of these methods gave rise to several apparent concerns and contradictions, a number of which were addressed in the preceding general discussion of the research results.

However, there appears to be considerable support for H1, particularly with respect to the findings of the discriminant analysis. Not only were levels of agreement with the hypothesized models of effective change able to correctly predict culture of respondents in 95.77% of the cases, but the most important predictor variables appear to be consistent with the research hypotheses. The models of effective change were

developed on the premise that, if culture is important, perceptions of what constitutes effective organizational change should show the greatest differences with respect to the dimensions thought to best distinguish between Asian and North American cultures as follows:

- * Respect for hierarchy and status
- * Preservation of harmony and face
- * Collectivist orientation

As indicated in Table 17 and discussed below, this appears to be the case with respect to the 6 characteristics identified in Section 5.1.2 as being the most important in predicting culture:⁴⁰

1. Peer pressure as a means to motivate staff appears to be consistent with the more collective orientation of Asian culture. That this was indicated as a style to be used

TABLE 17 -SUMMARY OF INTERPRETATION OF DISCRIMINANT ANALYSIS

FINDING	EXPLANATORY CULTURAL VARIABLE
1. Motivation of staff through peer pressure (Asian preference)	Collective Orientation
2. Paternalistic leadership style (Asian preference)	Respect for Hierarchy
3. Participation of staff at peer level only (Asian preference)	Respect for Hierarchy
4. Involves all levels of staff in change process (North American preference)	Respect for Hierarchy
5. Conflict dealt with privately (Asian preference)	Need to Preserve Harmony and Face
6. Motivation of staff by emphasis on performance (Asian preference)	Desire for more professional management practices ⁴¹

⁴⁰ See Appendix 16 for an alternative interpretation of the discriminant function.

when motivating staff reflects the emphasis on personal relationships and the central role these play.

2. A paternalistic leadership style, although not favoured by Asian respondents, was also not strongly disagreed to. That this type of top down leadership is common in Indonesia was reflected in the interviews with change agents and is consistent with the emphasis placed on hierarchy and status (owing, according to Hofstede (1990) to high power distance).

3. Participation at a peer level only was found to be the third most important dimension associated with predicting culture. That Asian respondents did not show strong disagreement with this is consistent with a more hierarchical culture.

4. Also consistent with a more hierarchical culture is the finding that involvement of staff, although important, was not considered by Asian respondents to be as important a component of effective change as it was perceived to be by North Americans.

5. Dealing with matters of conflict in private and matters of agreement in public is very much consistent with the cultural emphasis placed on respecting the need for harmony in Asian cultures.

6. Motivation of staff by emphasis on performance, considered by Asians to be very important, does not appear to directly reflect underlying cultural values, as much as it reflects the stated desire by Asian managers to adopt more "professional" management practices.

⁴⁴ This is not a cultural attribute, although desire for more professional management may help to explain the strong desire by Asian respondents to motivate/reward staff by emphasizing performance.

Research findings indicate a desired movement by Asian managers towards a more participative, open, performance-based approach to organizational change and management in general. However, it also appears that there is a need to balance this with existing cultural norms and values.

Support for H1 is reinforced by the finding that ninety-six percent of interview respondents felt very strongly that culture plays an important role in the outcome of a change effort. This finding is consistent with Putti's (1989) finding that "cultural considerations are very important when the intervention strategy is being selected" (pg 269).

6.3 TACTICS AND TECHNIQUES

6.3.1 General Interpretation of the Findings

As discussed in Section 5.1.3, the method of testing H1 by examining which OD tactics and techniques are most effective in the Asian context, initially appeared to provide only moderate support for H1. Only 9 out of 19 of the tactics and techniques were correctly classified initially on the basis of cultural fit (see Table 14). However, the moderate degree of accuracy with which techniques were originally classified appears to be largely due to the fact that the original classification was done on the basis of what now appears to have been a superficial understanding about how specific cultural traits manifest themselves in the Asian context.

Based on careful interpretation of the data relating to each of the cultural dimensions (to be discussed further below), it appears that a number of the assumptions underlying the research hypotheses have turned out to manifest themselves differently

than was originally expected.

An analysis of the actual use and effectiveness of the OD techniques in light of the additional insights gained in the course of the research reveals that the effectiveness of a specific tactic is related to the extent to which its approach is consistent with underlying norms and values. A summary of this analysis with respect to each of the individual techniques is included in Table 15.

Perhaps one of the most interesting and useful findings to arise from this analysis relates to the differences between the nature of the OD being practiced in the Asian and North American contexts. As discussed in Section 5.1.3, it appears that technological and strategic interventions are more often used in the Asian context.

That there are differences in the nature of OD being practised in Asia and North America is also supported by other findings of this research. As part of the written questionnaire, respondents were asked to indicate the nature of a change effort they had been involved with, if any. Although a significantly higher proportion of North Americans had been involved in change efforts (94%), 75% of Asian respondents had also taken part in change efforts. Table 8 shows the types of change efforts indicated by the two groups of respondents.

Based on these responses, it appears that change efforts taking place in Indonesia focus largely on structural types of interventions (organization structure, procedures/process, division of roles) and training. In the North American context, change efforts appear to focus more on strategic change, cultural change (including employment equity), increasing participation, and increased focus on the customer/quality.

North Americans and Asians appear to be involved in different types of OD and change, and get involved in them for different reasons. There are several possible explanations for this.

6.3.2 Possible Explanations

6.3.2.1 Culture

It can be argued that culture plays a significant role in determining the use and effectiveness of change efforts. The success and use of technostuctural and strategic interventions in the Asian context may be due to the fact that they focus less on relationships between individuals which tend to be bound by cultural expectations. Findings of Golembiewski (1990) may also help to explain the emphasis on structurally oriented interventions. He found that "more authoritarian systems respond less defensively if initial interventions deal with structures and policies" (pg.41).

Human Resource Management (HRM) interventions appear to have variable success in the Asian context, depending on whether or not they are consistent with culture. Coaching and mentoring techniques, which are consistent with the Asian emphasis on personal relationships, loyalty and respect for hierarchy, appear to have the highest use and likelihood of success in the Asian context. Reward systems also appear to have some potential in the Asian context.

MBO's limited success may be due to its reliance on equal participation in decision making and open communication between bosses and subordinates, which appears to impede its ability to be properly implemented in the Asian context.

The lack of success of human process interventions seems due to the fact that

many of these techniques demand open, direct communication in a formal setting, getting conflict out in the open or approaches which might be interpreted as confrontational in the Asian context. However, third party peacemaking and survey feedback are two human process interventions which have been used successfully. These two methods provide feedback in a constructive, non-confrontational way and are consistent with an emphasis on personal relationships.

Interview findings appear to lend limited support to the existence of a relationship between tactics/techniques used and the degree of success of the interventions, reinforcing the importance of cultural fit for effective organizational change. (Characteristics of the 23 cases of organizational change broken down by success of intervention are included in Appendix 14.)

For example, in one of the cases considered a failure, rotation/firing of staff was used to bring about change. It appears that the way in which this was done may have played a greater role in determining success or failure than the fact that it was done, as one of the successful interventions also used the technique of hiring/firing staff. In the case of the successful change effort, the difficult decisions to rotate/fire staff were made by an external consultant acting as the human resources manager. This individual also managed the process, negotiated settlement packages, and deflected criticism and other negative repercussions that would have otherwise been directed at senior management. The success of this intervention appears related to the fact that it respected the Indonesian desire to avoid conflict and maintain harmony, which would have been difficult to do without use of an external consultant.

The finding that the effectiveness of certain techniques is related to their degree of cultural fit is supported by Putti (1989) who found that techniques like MBO, sensitivity training (T Groups) and group discussion were not applicable in the Asian context because of lack of openness and greater degree of power distance.

Putti's finding (1989) that 31% of firms using OD in Singapore had used survey feedback and 20% had used training, is consistent with the finding, in Indonesia, that training was cited most often (by 25% of respondents), as a tactic used to bring about change, followed by needs analysis/surveys (22.2%). However, team building and small group activities, which were used in 25% of cases in Singapore, were seldom mentioned in the Indonesian context. The apparent difference between the Singaporean and the Indonesian experiences with team building techniques may be a result of the level of management sophistication/experience, cultural differences, or the small, possibly unrepresentative Indonesian sample.

Research by Evans (1989) is also consistent with the findings of this study with respect to the tactics and techniques most likely to be effective in an Asian context. He found that concerns about loss of face meant that organizational confrontation, process consultation and appraisal techniques (such as MBO), would be ineffective. However, Evans also found that survey feedback was not effective, whereas these research findings found it could be effective, depending on the way the feedback was presented.

However, contrary to the findings of this study, research by Golembiewski (1990 & 1991) and Sinha (1980) do not appear to support the finding that human process intervention are less effective. According to Golembiewski (1990), "reliance on

interaction-centred or process-oriented interventions can help increase success rates and responsiveness to cultural differences" (pg 45). Unfortunately, Golembiewski's findings seem to assume that there will be a cultural receptiveness to using interaction- or process-centred interventions, which may not necessarily be the case.

Despite the fact that cultural fit appears to be a very plausible explanation for the success and use of certain tactics and techniques in the Asian context, there are a number of alternative explanations which are discussed below.

6.3.2.2 State of OD Practice

Results of the interview of change agents indicated that level of awareness about OD is quite low in Indonesia, although it may be growing (see Appendix 11). When asked about which OD tactics or techniques were used, change agents often asked for clarification or examples, which supports the finding by Putti (1989) that, in general, knowledge of OD in Asia is quite low and that OD is done on a piecemeal basis. The low level of apparent awareness and understanding of OD may be limiting its application in the Indonesian context.

However, although the young state of OD practice in Indonesia may have some bearing on the nature of the OD techniques being used, it is more likely that choice of techniques is related to the needs of the organizations.

6.3.2.3 Developmental or Evolutionary Stage

The difference in types of OD being practised also suggest that Asian and North American organizations may be in different stages of development or evolution. OD in Indonesia focuses more on establishing systems and processes, whereas OD in Canada

is more oriented to refinements in strategy or culture.

This observation is consistent with the findings of the OD value survey which measured type and direction of change desired in organizations. Asian respondents indicated significantly higher magnitude of desired change than North Americans for all five aspects relating to degree of structure/formalization in organizations: work objectives, deadlines, formal plans, policies/procedures and job descriptions. In addition, the desired states indicated by the Asian respondents were significantly higher than those indicated by North American respondents. In other words, Asians desired significantly higher amounts of structure and formalization (see Table 5).

One possible explanation for this, which is consistent with the findings discussed above, is that organizations in Asia, and in particular Indonesia, are currently at a stage of development or evolution which requires considerably more structure and formalization than they have had in the past. Deregulation and an emphasis on export-led growth has meant that Indonesia's economy has grown rapidly in recent years. Organizations are struggling to adapt to the increasingly competitive and sophisticated business environment, as well as cope with rapid growth in business. Traditionally Indonesian organizations have been loosely run and centrally controlled by the owner or directors (this is particularly the case with family owned businesses). Changing circumstances and growth have forced many of these organizations to formalize their internal operations and structures, as well as their relationships with the environment.

These findings are supported by those of others (Hage and Finsterbusch, 1989; Kiggundu, 1989), who refer to organizations in developing countries as being at different

stages of development. If one examines OD theory from an historical perspective, it appears that approaches to OD in the North American context have changed in response to the changing needs of organizations, as well as to changes in the environment and in society's values and expectations. Given this, the above findings lend support to the argument that techniques developed in the West may not be suitable in a given context because the underlying assumptions about organizations which need to be in place for these techniques to work, (eg. existence of formalized structures and processes) do not hold.

The plausibility of "stage of development" as one possible explanation as to why some techniques are used more than others in given contexts, raises questions about the relative importance of culture as a determinant of effectiveness. Although it is possible to conclude that culture plays an important role, it appears that there may be other factors which also have an impact, in addition to culture. One of the weaknesses of the current research design is the use of "country" as a substitute for "culture". In examining responses on the basis of country, a number of factors enter into the equation, such as stage of economic development, which make it difficult to isolate the impact of "culture".

6.4 RESPECT FOR HIERARCHY AND STATUS (H2)

As discussed in Section 5.2, further examination of the data pertaining to H2 reveals a number of contradictory findings. It appears that caution is needed when trying to define how an approach which respects hierarchy and status manifests itself in the Asian context. Contrary to the research assumptions, the emphasis on hierarchy and status does not appear to preclude an approach which encourages participation, or allows

for questioning of management authority. At the same time however, the boss/leader appears to play a greater role in the Asian context than in North America as the focal point of any successful change effort. Research findings related to participation and questioning of authority, are carefully examined and discussed below in an effort to define more clearly how the notion of respect for hierarchy manifests itself in the Asian context.

6.4.1 Participation

Perhaps most challenging to explain is the seeming contradiction in the findings as they relate to the issue of participation. The research results, as discussed in Section 5.2, seem to indicate that a more participatory (as opposed to hierarchical) approach to organization change may be beneficial in the Asian context.

There are several possible explanations for this. As discussed above in Section 6.1, Asian managers may have had a tendency to base their responses on espoused rather than actual values, or on what they felt was "correct" in terms of management theory, most of which is Western in origin. However, there are a number of explanations which appear more plausible, each of which is discussed below.

6.4.1.1 Current Lack of Participation

The apparent strong desire for greater participation on behalf of the Asian respondents may reflect the degree to which participation is currently lacking. As discussed in Section 6.1, it appears that participation of staff currently plays a secondary role in successful change in Indonesia. In addition, staff show little inclination to make suggestions or take initiative to solve problems, which seems to arise from a concern:

over showing respect for hierarchy and status, and a desire to preserve harmony and face. This is reflected in comments made by change agents:

" [A person] is not respecting the boss if [he/she] shows initiative "

" [Employees are] afraid to suggest or show initiative because they are afraid of making mistakes "

In other words, although Indonesian respondents indicate a much stronger desire for increased participation relative to the current state, in absolute terms the degree and nature of this participation may still not be as significant as it is in the North American context.

6.4.1.2 Definition of "Participation"

Perhaps a more plausible explanation for the seeming contraction between the need to respect hierarchy and status and the desire for greater participation stems from the different perceptions of what "participation" means. Upon closer examination of the data, it appears there is a significant difference between North American and Asian respondents regarding the extent to which managers should consult subordinates when making decisions. Currently less consultation takes place in Asia than in North America, and Asian respondents do not seem to feel a need for more. In fact, they indicated slightly less consultation is desired. On the other hand, North American respondents would like to see significantly more consultation take place.

In the Asian context therefore, it appears that participation does not necessarily imply that subordinates should take part in making decisions, but rather simply be consulted or provided the opportunity to have input into the process. This differs somewhat from the generally accepted North American understanding of "participation"

as meaning that employees participate in actually making the decisions. In the Asian context it appears that in some instances, a boss who consults subordinates too much may even be perceived as being weak and unable to make decisions. This is reflected in the following comment by a change agent:

"If the boss says he doesn't know anything, he loses credibility. Bosses are supposed to have all the answers".

The above finding can be examined in light of the Vroom-Yetton Leader Participation Model, (1973), which presents 5 models which vary in terms of the form and amount of participation. Asians appear to prefer the "Consultative II" model in which leaders share problems with subordinates, collectively obtain suggestions and then make decisions which may or may not reflect subordinate input. The North Americans, on the other hand, appear to prefer the group model, where leaders work together with subordinates to make decisions and agree on solutions to problems.

Additional support for this finding is indicated by the fact that in 52.6% of the cases described by change agents, the decisions had been made top down by the boss, with no apparent relationship to success of the change effort. In only 13.6% of the cases did staff participate in any of the change decisions, once again with no apparent relationship to success. It appears that Indonesians like to feel part of and involved in the process but do not need to actually be involved in making the decisions.

Additional evidence that "participation" may take a different form in North America is the difference between North American and Asian change agents' ratings of the degree of initiative shown by Indonesian staff. North Americans seemed to feel that Indonesians never or very rarely showed initiative, whereas Asians were more

favourable, indicating initiative would take place under certain circumstances. This difference may be due to the fact that North Americans and Asians have different perceptions regarding what constitutes "initiative".

In summary, the contradictory findings with regard to participation and respect for hierarchy appear to be primarily a result of different understandings of what "participation" involves in the Asian and North American contexts. In addition, it appears that the original assumption that equal participation and respect for hierarchy/status were mutually exclusive and opposite states may have been incorrect. In addition, although Asian managers appear to be moving towards greater participation, cultural barriers still exist, particularly with respect to decision making and participation on a large scale. According to one change agent:

"On a small scale the employees participated but not on a large scale...they were not ready for it".

6.4.2 Questioning Management Authority

There are several possible explanations, including several already mentioned, for the apparent contradictions between the findings that respect for hierarchy and status is needed and greater questioning of management authority is desired. These explanations help to illustrate how questioning management authority might be consistent with the need to respect hierarchy and status. The following explanations seem most likely.

6.4.2.1 Management versus the Boss

Upon close examination of the Indonesian language research instrument, it appears the various statements about questioning authority did not use the same terminology: some referred to management authority in a generic sense, and one referred to the boss's

authority. Although Indonesians seemed to object to subordinates questioning their own boss' authority, they were in favour of more questioning of management authority in general. It appears that the North American respondents made no such distinction between superiors/bosses on the one hand, and management on the other. The Asian response lends support for the hypothesis that hierarchy and status needs to be respected, particularly on a personal level. In the Asian context subordinates should avoid questioning the authority of their direct superiors. Comments by change agents support this finding:

"subordinates never go above their bosses"

"subordinates should agree with their bosses"

However, the apparent need for more questioning of management in general is consistent with the desire for increased input and participation as discussed earlier. This finding also has implications with respect to maintaining harmony and a "collective" orientation (H3 and H4) which are discussed further below in Sections 6.5 and 6.6 respectively.

6.4.2.2 Definition of "Questioning Authority"

As was the case with participation, there may be a difference in the way North Americans and Asians interpret "questioning authority". Although the research instruments did not specifically address this, there is some indication that in the Asian, and in particular the Indonesian, context, "questioning authority" may include sharing views but may stop short of disagreeing with the boss. According to one change agent:

"We [Indonesians] have a vertical (hierarchical) culture. We have to show respect for elders...superiors, people of higher rank. The manifestation of this respect is that we cannot speak...interrupt [superiors] when they speak".

6.4.2.3 Confusion over reverse scale - Research Instrument

When dealing with the issue of questioning management authority, the research instrument uses a reverse scale which may have caused some confusion amongst the Asian respondents. As discussed above in Section 6.1, another question which had used a reverse scale had to be left out of the analysis.

6.4.3 Conclusion

For the most part, research findings support the hypothesis (H2) that:

Approaches to organizational change and development which respect existing hierarchy and status are more likely to be successful in the Asian context.

However, it must also be noted that respect for hierarchy and status in the Asian context appears to be manifested as follows:

- * Staff at all levels should be involved in the change process, (this is consistent with the North American model).
- * Decisions should be seen as being made by top management, although greater participation and input from all staff should be encouraged as a means of making people feel part of the process and creating positive attitudes to change.
- * It is not necessary for superiors to consult their subordinates before making decisions, or involve them in the actual making of decisions. This is in contrast to the North American context, where participation implies greater levels of egalitarianism and input into decisions.
- * Striving towards more egalitarian norms is desirable. However the importance of the existing hierarchy should not be minimized. In other words, increased involvement and inputs is desirable as long as minimizing or breaking down existing hierarchy is not a pre-requisite. This approach is also effective in the North American context although the degree of equality or democratization of the work force may be greater.

* More questioning and criticism of management authority in general is desired and reflects a desire to see greater input from employees. Questioning of a superior by a subordinate on a personal level should be avoided. The same applies in the North American context, although there is greater tolerance/desire for more personalized questioning of authority.

* Hierarchy and status should be respect in general, but is particularly important on a personal level.

6.5 PRESERVATION OF HARMONY AND FACE (H3)

The results pertaining to H3, discussed in Section 5.3, suggest that although there is considerable evidence that preservation of harmony and face is important, there are also a number of contradictory findings which indicate a strong desire for more open, direct and frank communication in the Asian context.

There are several explanations for these seemingly contradictory findings. First, Asian responses may be espoused values of open and direct communication rather than actual values which govern behaviour. Second, the tendency to favour open communication may reflect the Asian managers' desire to provide "correct" responses in accordance with management theory, which is largely Western in origin. A third possible explanation for the fact that Asian respondents appeared to agree with aspects of both the Asian and North American models in this instance may be that the two models are not mutually exclusive "opposites" as was originally assumed. Each of these possible general explanations for the results were discussed in more detail in Section 6.1, above.

This said, close examination of the data reveals that the seeming contradictions are more likely due to:

- * differences between the ways that open communication and respect for harmony are defined and manifested in the Asian context

- * changing values within Indonesian society

These possible explanations are examined below in relation to each of the four underlying assumptions of the hypothesis; communication, confrontation and criticism, dealing with conflict, and use of go-betweens.

6.5.1 Communication

There appear to be a number of contradictory findings with respect to the nature and role of communication in the change effort, as discussed in section 5.3. In addition, although research results indicate that communication is key to successful change efforts, Asian and North American definitions of what constitutes effective and open communication appear to differ, as does how this communication should best take place.

The results of the interviews of change agents stressed that open, direct, or confrontational communication was often inappropriate in the Asian context. This appears to be in accordance with Putti's (1989) findings that "a major barrier to the practice of OD in many Asian countries seems to be lack of a climate for open discussion" (pg 268). However, the Asian respondents did not perceive this as a barrier to effective OD in Indonesia. Unlike Putti they did not seem to feel that open discussion, interpreted here to mean direct and in some cases confrontational, discussion is "necessary for the effective introduction and implementation of organizational change" (pg 268).

However, the results of the written questionnaires appear to contradict the finding that open and direct communication is inappropriate, indicating a current lack of, and

desire for more open, informal, and personal communication. This is reflected in the findings that employees should be provided with more feedback and that there is a need for clearer communication of objectives. In fact, Asians desire more significant change in these two areas than in any others (ie. the gap between existing and desired state was the largest), which indicates considerable dissatisfaction with the existing state.

One possible explanation for these findings is that Asian societies may be in somewhat of a transition, recognizing the value of, and striving for more open communication, while upholding the traditional emphasis on maintaining harmony. Perhaps a more plausible explanation is that not only does the definition of "open" communication differ in the Asian context, but the form it takes is crucial to its effectiveness. Every change agent interviewed stressed the importance of informal, personal communication which is non-threatening and indirect. Twenty-one percent felt a non-formal, personal approach was the most effective way to change behaviour, while 28.6% felt that the greatest impact of culture on change efforts was the need to take a more personal and informal approach in the Asian context. This is reflected in change agents comments:

"Informal communication is more effective than formal"

"Effective communication in Indonesia is done informally in a family atmosphere"

The need to preserve harmony seems to manifest itself in concern over how communication takes place, rather than what is communicated. In other words, "form is more important than substance". Differences in the way North Americans and Asians define open communication and how it should be done are clearly revealed in the

following quotes from Asian change agents.

"I think communication plays a big role, but it must be tied with the culture of the Indonesian people. It must use an approach which is appropriate. We [Indonesians] still place importance on approach. The way you talk for example, I can call my subordinates and say 'you don't work well' but I can't just say 'you don't work well' orally. But I would say 'actually you can work better'. It is two things which are different. In my opinion, if you want to develop an organization, open communication is important, but the approach must be modified so it is appropriate, you cannot be open directly..."

"... open communication doesn't mean it has to be vulgar, it can be open but refined and sensitive"

" The meaning of open communication is that it provides an opportunity for questions and answers and is non-instructional"

" The attitude is not to rock the boat, people provide suggestions informally, relationships are broader. Sometimes formal communication is relied on too much by outsiders"

Based on these findings, it is possible to conclude that culture influences the nature of effective communication as well as the role that it should play in effective approaches to organizational change.

6.5.2 Confrontation and Criticism

For the most part, the results of both the written questionnaire and the interviews of change agents, discussed in Section 5.3, appear to support the assumption that confrontation and direct criticism should be avoided. This is consistent with a desire to preserve harmony and face and supports H3.

A careful examination of the results reveals that "confrontation" in the Asian context may take more subtle forms than in North America. According to one change agent:

"If you are in a position of unequal power and you impose something, this can be perceived as confrontational"

It is interesting to note however that both Asians and North Americans agree that confrontation should be avoided. Hence it appears that some incorrect assumptions were made concerning the model of effective change in North America. This lends support to the possibility discussed previously, that the models of effective change in the Asian and North American contexts are not mutually exclusive but overlap and share a number of common characteristics.

6.5.3 Conflict

As discussed in Section 5.3, research findings are consistent with the underlying assumption that conflict is best dealt with privately in the Asian context, which is consistent with a need to preserve harmony and face and supports H3.

Careful examination and interpretation of the results, particularly with respect to the interviews of change agents, provides additional insight into the ways which conflict is best dealt with in the Asian context. It appears that greater emphasis is placed on attaining consensus than resolving conflict in the Asian context. Although this preserves harmony, it can have negative repercussions. According to one change agent:

" People avoid conflict so it doesn't get solved. There is no way to solve conflict because things are only dealt with on a superficial level".

In addition, consensus appears to have different meanings in Asia than in North America, where people associate consensus with having everyone take part in making and agreeing to decisions. In Indonesia, according to one change agent, "a consensual approach is used but everyone ends up doing what the boss wants". This finding is supported by

Maruyama (1984) who found that consensus in the Asian context does not necessarily mean agreement, rather that each person understands their relationship and that of the others to the decision made. In the Asian context, and in particular Indonesia, "consensus" appears to be both a means of avoiding conflict and a way to make people feel part of the process, even though they have had little role in the decision itself.

Interestingly, both North American and Asian respondents agreed that matters of conflict or hurt feelings should be dealt with privately, while matters of agreement should be stressed in public. This appears to refute an underlying assumption of the North American model that effective change efforts deal with conflict by getting it out in the open. The similarity of the North American and Asian responses in this regard provides further support for "overlapping" models of effective change.

6.5.4 Go-Betweens

The fact that the written survey and the interview results differ with respect to the role of go-betweens, (as discussed in Section 5.3), may be explained by the nature of the questions included in the written survey. These seem to imply a "formal" relationship between go-betweens and other parties. Clearly, the Asian emphasis is on informal lobbying, as opposed to formal, which may explain the lack of enthusiasm for the use of formal go-betweens implied in the written survey.

6.5.5 Conclusion

Research findings appear to support the hypothesis that:

Approaches to organizational change and development which respect the need to preserve harmony and the concern for face are more likely to be successful in the Asian context.

However this finding must be qualified by noting that some of the underlying assumptions of this hypothesis were not supported by the data. The need to preserve harmony appears to manifest itself in the Asian context in the following way:

- * Open, honest communication is desired and is of utmost importance in the change process. The form that effective communication takes in the Asian context is that of informal, personal communication which is non-threatening and indirect. The need to preserve harmony manifests itself more in concern over how communication takes place rather than what is communicated.
- * Confrontation should be avoided if possible and may take more subtle forms than in North America. Confrontation is not desired in the North American context although it is sometimes believed necessary to solve problems.
- * Conflict is better dealt with privately. However, it is often avoided to the point where it is not resolved. "Consensual" processes are often not effective as no real agreement is reached. Instead conflict is avoided and everyone agrees with the boss. In North America, getting conflict out in the "open" is also not always the most effective way of dealing with it.
- * Informal lobbying and third parties have a very important role to play, particularly in resolving conflict or dealing with controversial issues. In North America, go-betweens also play an important role.

Although research findings provide a great deal of support for this aspect of the hypothesized model of effective change in Asia, they tend to refute a number of assumptions about the role open and direct communication play in the North American model. It appears that confrontation is better avoided and conflict dealt with privately in the North American as well as Asian context. This finding is supported by findings of Mastenbroek (1987) in his book "Conflict Management in Organizational Development" where he argues that rhetoric of openness and trust is overused in organizations in the Western context to cover up political realities.

6.6 COLLECTIVE ORIENTATION (H4)

Although the individualistic orientation and poor teamwork discussed in Section 5.4 appear inconsistent with a collective orientation, there are a number of possible explanations for this. First, Asian culture may not actually be "collectivist", contrary to the findings of Hofstede (1990) and others (Ronen 1986). Strong pressure to conform to espoused social values may mean that people portray themselves as collectively oriented because it would be socially unacceptable to be outwardly individualistic.

Perhaps a more plausible explanation, however, has to do with the way which collectivism manifests itself in the Asian context, which in turn is related to how the "group" is defined. It appears that collectivism in the Asian context may be socially oriented - emphasis is on loyalty to family and friends as well as personal relationships - rather than being oriented towards an organization and its outputs. This is reflected by one of the change agents:

"[In Indonesia] the emphasis on collectivism/groups is socially oriented...we are not yet able to benefit from it [group emphasis] to achieve productive ends"

In addition, it appears that the importance placed on a group or collective orientation in the Indonesian context has more to do with not emphasizing individual differences (ie. conformity) than with teamwork. As indicated in the preceding discussion on "consensus", differences are not tolerated in groups, but this does not mean they do not exist. The desire for a collective approach expressed by Asian respondents may have more to do with the need to preserve harmony and face, than with a preference for group behaviour. A collective approach may help to ensure individuals are exposed to less risk of losing face than if they take individual responsibility for results. This is consistent

with literature relating to what is referred to a "choice shift" (Northcraft and Neale, 1990; 378-379), where individuals degree of risk taking is affected by membership in a group.

In the Asian context, relationships are personal and extend beyond the workplace. This is supported by the finding that Asian respondents felt managers should socialize with subordinates after work to a significantly greater degree than the North American respondents. In addition, it was felt to be important in the Asian context that managers take more of a personal interest in their subordinates. It appears that loyalty is not given to the organization but to individuals (family, friends) and this reinforces the importance of establishing and maintaining informal, personal relationships.

Because people are intensely loyal to social groups (consisting of family and friends) it may mean they can appear selfish and individualistic in work situations where groups are more impersonal, having been formed, for the most part, around tasks or organizational goals. These findings are not inconsistent with those of others (Mendonca and Kanungo, 1992; Mendoza, 1991; Flores, 1972), and are supported by comments of several change agents:

"Outputs of organizations [in Indonesia] have no bearing on personal welfare"

"...still dealing with individuals and egos rather than organizations and processes. Success of change efforts depends on individuals"

According to one change agent, Indonesians have difficulty "distinguishing between what is moral and what is professional". In other words, commitment and loyalty to personal relationships (moral obligations) take precedence over commitment and loyalty to the organization (professional obligations).

In summary, the research findings indicate some support for the hypothesis (H4):

Approaches to organizational change and development which reflect a collective orientation are more likely to be effective in the Asian context.

However, contrary to the underlying assumptions of this hypothesis, change is more likely to succeed in the Asian context if it takes a collective orientation which is manifested as follows:

- * Finds a balance between emphasizing the individual and emphasizing a team or group approach
- * Considers the impact of the change on the individual and stresses the benefits of the change for the individual. Encourages individuals to take initiative in solving problems and bases performance appraisals largely on individual performance.
- * Encourages and rewards cooperative behaviour and encourages people to work together, but does not place unrealistic expectations on work teams.
- * Recognizes the importance of establishing and maintaining informal, personal relationships
- * Attempts to tie individual priorities in a meaningful way to performance of individual tasks and organizational outputs.

Based on the research findings it appears that this model of effective change is also most likely to be effective in the North American context. In conclusion, a collectivist orientation in the Asian context does not mean individuals are good at working in teams in organizations. Rather, it appears a strong desire for a collective approach may be related to the need to preserve face. Collectivism appears to be defined as loyalty to family or friends which can have a negative impact in an organizational context as individuals have interests and priorities which take precedence over those of the organization. This may help to explain what some of the author's Indonesian colleagues have referred to as a high level of jealousy and mistrust in some

organizational settings in Indonesia.

6.7 PRE-CONDITIONS FOR CHANGE

6.7.1 Visible Support by Powerful Stakeholders (H5)

As discussed in Section 5.5.1, research findings appear to provide strong support for H5, that a change effort is more likely to be effective in the Asian context if it has visible support of powerful stakeholders who decree that change will take place. This is consistent with some of the OD literature which makes frequent reference to the importance of top management in initiating the change process (Boss and Boss 1985, Golembiewski 1972, Kaufman 1971).

Putti (1989) states that "the top down approach to initiating change is typical of many Asian countries" (pg 268) but goes on to state that this approach "creates scepticism, fear and resistance", which would lead one to conclude that change efforts employing such an approach would be less likely to be successful, which would be contrary to H5. The findings of this research were unable to determine a relationship between a top-down approach and effectiveness of the change effort.

There are several possible explanations for this. First, the sample size is quite small, non-random, and hence may not be representative. Second, the top down approach is widely used and accepted by Indonesian managers, particularly in the public sector. Hence its use may not necessarily have a negative impact on the outcome of a change effort, although it is contradictory to much of the OD literature.

It is interesting to note that North American respondents also indicated that the support of top management and powerful stakeholders are important parts of effective

change efforts. This finding is consistent with the Western literature on OD, which stresses the importance of top management commitment and involvement but may be somewhat at odds with literature which advises against a top-down management approach. However, strong support and involvement of top management does not necessarily mean that a top-down approach is used. Hence, caution must be used in interpreting these findings, although there is some evidence, based on the results of the interviews of change agents, to suggest that, in the Asian context, strong support by top management is usually accompanied by more of a top-down approach.

6.7.2 External Pressure or Performance Gap (H6)

The results discussed in Section 5.5.2, particularly those from the interviews of change agents, appear to lend support to the hypothesis that external pressure is a necessary pre-condition for effective change in the Asian context. A more in-depth interpretation of the results seems to lend additional support to this finding.

In the two cases of organizational change which were described as failures by the change agents, the reasons and objectives for undertaking change were internal rather than external. In one instance, the change effort came about as a result of serious internal problems, including improprieties with company funds. It appears that OD may not have been an appropriate way to deal with this problem. In the second case, the objective of the change effort was to improve group dynamics using T Groups. Reasons for failure also appear to be related to the culturally inappropriate method chosen.

One possible explanation for the lack of significant differences between Asian and North American respondents with respect to the written questionnaire, may be related to

the fact that statements regarding H6 (eg. change comes about as a result of external pressure for change) were poorly formulated and quite vague. More precise statements may have been able to identify more significant differences.

6.8 LEADERSHIP OF THE CHANGE PROCESS (H7)

As discussed in Section 5.6, the research results did not appear to provide support for H7 that a nurturant task leadership style was most likely to be effective for change efforts in the Asian context. One possible explanation for this is that the research instrument did not accurately reflect the meaning of the nurturant-task leadership style, or else was not able to measure it.

Both North American and Asian respondents disagreed quite strongly with the statement that effective change is led by individuals who are paternalistic. One possible explanation for the lack of support for this style of leadership is the use of the word "paternalistic". The term appears to have negative connotations in both the English and Indonesian languages and, therefore, may not accurately reflect the meaning of paternalism in the context of the nurturant task leadership style.

Although there appear to be weaknesses in the research instrument, it is also likely that some of the original assumptions underlying this hypothesis may have been incorrect.

If the nurturant task leadership style does not appear to be appropriate, what then constitutes effective leadership of the change process in the Asian context? Based on the research findings outlined in Section 5.6, it appears that an effective leadership style would be one which:

- * Motivates staff through peer pressure, loyalty and belonging
- * Is open and participatory
- * Emphasizes performance
- * Provides clear direction and fosters involvement

In addition, based on the interviews with change agents, to implement effective change:

"You need leaders to be tough - stick to the rules, make sure these are clearly communicated - and fair - not bend to pressure from other parties"

The above description of an effective leader contains elements of a nurturant task leadership style, as well as those of a more participatory style, which suggests that the two may not be mutually exclusive. One possible explanation for the Asians' responses may be that they are answering on the basis of espoused rather than actual values. In other words, they may claim to desire a more open participatory leadership style, but this style may not be the one currently being used or, in reality, desired by Asian managers. However, it is also plausible that leadership styles effective in the Asian and North American contexts have more similarities than was initially assumed to be the case.

This conclusion is supported by Khandwalla (1984), who found that leadership style was crucial in effective turnarounds in India. He stressed the need for a management style:

"that emphasizes openness, participatory decision making, risk-taking, professionalism and selective use of management tools. In other words, turnaround seems to require an organic, participatory, risk-taking and technocratic style of management more than a bureaucratic, authoritarian, conservative or seat-of-the-pants type" (page 34).

Despite this, the interview data suggests some conflicting findings. The commonly-used top down approach to initiation, decision making and communication of the change effort

in the cases described did not seem to be related to the success or failure of the intervention. At the same time, however, "decree" did not appear to be successful when this was the primary tactic used to bring about change in the organization.

Based on these findings it appears that, at the present time, a top-down leadership style is more prevalent in change efforts. However, there is considerable evidence to suggest that a more open, participatory leadership style, along the lines of the one described above, has the potential to be more effective for change efforts in the Asian context.

7. SUMMARY AND CONCLUSIONS

The purpose of this research has been to:

1. Examine the relationship between the outcomes of organizational development and change activities, and cultural fit.
2. Develop and test a model of organizational change most likely to be effective in the Asian context.

The research findings with respect to each of these are summarized below.

7.1 THE ISSUE OF CULTURAL FIT

Based on the research findings, it is possible to conclude that there are a number of differences between approaches to OD most likely to be effective in the Asian and North American contexts which can be attributed to differences in underlying cultural values. Cultural fit appears to act as a moderating variable which plays an important role in determining the success of different approaches to organizational change and development. Approaches to OD in the Asian context are more likely to be effective if they take into account differences between the underlying values of the culture in which the interventions were developed (eg. North America) and the underlying values of the Asian society.

This finding suggests a different definition of "cultural fit" than that used by Jaeger (1986) who looked at the extent to which the underlying values of OD matched underlying societal values. In the Asian context, approaches to OD must take culture into consideration in order to be effective, but the values of the OD intervention may sometimes need to move the organization in a direction away from the values of the underlying culture (eg. toward greater participation and more open communication).

This research has been able to illustrate several of the specific implications which culture has for effective approaches to OD in an Asian context, despite the fact that difficulties were encountered in defining how some of the cultural attributes are manifested. In general, the research findings appear to support the following conclusions:

1. **The impact of culture on the effectiveness of organizational change and development efforts is uneven for different cultural attributes.** In other words, some cultural attributes have more of an effect on whether an intervention is successful than others. For example, although the need to preserve harmony and respect hierarchy and status appears to be very important for OD effectiveness, the collective orientation of Asian cultures may have less of an impact.
2. **Some cultural attributes are defined and manifested differently in the Asian and North American contexts.** As a result, in the Asian context characteristics such as participation and open communication can be consistent with an approach that respects hierarchy and strives to preserve harmony at all costs. This would be less likely to be the case in the North American context.
3. **Other things matter.** Although culture appears to play an important role, research findings suggest that a number of other factors may have an impact on OD effectiveness. The degree of structure/formalization currently existing in organizations, level of management and worker sophistication and state of the national economy are examples of factors which may also affect the nature and

types of OD most likely needed and effective in a given context. Other research has shown that certain aspects of the macro-environment, such as income, high versus low technology, sophistication of labour forces (Golembiewski, 1990), and legal/regulatory environment (Khandwalla, 1984), may also impact the nature and effectiveness of OD.

4. **It appears that organizations in the Asian, and particularly Indonesian, context may be at a different stage along a development or evolutionary continuum, relative to organizations in the North American context. Hence, as Asian, and particularly Indonesian, organizations grow and have more external pressures put on them, they have to move from being loosely structured on the basis of personal/family loyalties, towards a greater degree of structure/formalization. As a result, technostuctural interventions appear to be the most needed and may show the best results in the Indonesian/Asian context.**

On the other hand, North American organizations may require OD tactics which focus on refining organizational processes and making organizations more organic and responsive to customer needs in a mature competitive environment. However, caution must be used in interpreting this finding. It may not be the case that Asian and North American organizations are at different stages on the same development continuum. Asians, particularly Indonesians, do not appear to be moving towards a more North American model of OD and management in general, but towards a more culturally appropriate model that fits their stage of development and which incorporates some North American-like elements of a

participative, open and performance-based management style.

5. **Both North American and Asian societies are undergoing transition.** This may be happening more rapidly in some Asian contexts due to, among other things, rapid economic growth. Seeming contradictions in the research findings may be explained, in part, by this notion of societal transformation. For example, many Asian societies with very strong cultural traditions may be placing more emphasis on participative and egalitarian ideals. However, at the present time a gap exists between the way organizations have been managed in the past and what is desired for the future.

The same may hold for North American societies. Research findings revealed that a gap may exist between espoused and actual values in the North American context. Although outwardly aspiring to democratic ideals, North American managers also stressed the importance of hierarchy and of respecting ones' position in the organization.

7.2 MODELS OF EFFECTIVE CHANGE

The hypothesized models of effective change were developed on the premise that, if culture is important, perceptions of what constitutes effective change should show the greatest differences with respect to the cultural dimensions thought to best distinguish between Asian and North American cultures:

- * Respect for hierarchy and status
- * Need to preserve harmony and face
- * Collective orientation.

Based on the research findings, it appears that change efforts are more likely to be successful in the Asian context if:

- * **Hierarchy and status are respected**, particularly on an individual level. An effort should be made to involve staff in the change process, but decisions will still be made by top management, and the importance of hierarchy should not be minimized. Opportunities for providing input should include opportunities for questioning management in general, but subordinates should not be required to be directly critical of their superiors.
- * **Harmony and personal relationships are preserved**. Open and honest communication is important, but it should be, as far as possible, informal, personal, indirect and non-threatening. How things are communicated is as important, if not more so, than what is communicated. Confrontation is to be avoided and conflict dealt with privately. Informal lobbying and third parties have an important role.
- * **Individual and group interests are balanced**. Considering the impact of change on individuals and rewarding them on the basis of performance, should be balanced with efforts to encourage co-operative behaviour around organizational tasks. Work teams should not have unrealistic expectations placed on them. Informal, personal relationships are key to effective change.
- * **Change is visibly supported by powerful stakeholders**. Change initiated and supported by those with legitimate authority, and that which comes about as a result of external pressures is more likely to be effective.

- * **Leadership** of the change effort is characterized by motivation of staff through peer pressure, loyalty and belonging, and an open and participatory approach. Leaders should emphasize performance, provide clear direction and foster involvement, while at the same time be tough and fair in their discipline of staff.
- For the most part the findings support the hypothesized models of change, although a number of assumptions underlying the model were proven to have been incorrect. It appears that some of the assumptions made may have been culturally biased, such as the one that participation is incompatible with an emphasis on hierarchy and status.

There are a number of additional findings which arose in the course of the research with respect to the models of effective change

1. **Asians desire more change than North Americans.** This may reflect a higher degree of dissatisfaction with their existing states and a greater readiness for change.
2. **Asian and North American models of effective OD are not mutually exclusive.** Contrary to one of the underlying assumptions of this research, there do not appear to be two distinct, mutually exclusive models of effective change which best fit the North American and Asian contexts. Rather, the models seem to share a number of characteristics, with elements of each appearing to be effective in both cultures.

7.3 IMPACT OF CULTURE ON OD EFFECTIVENESS

This study has also explored the nature of the impact which culture has on OD effectiveness. The research findings show that, although differences exist between the Asian and North American models of effective OD, there are also a number of similarities, particularly with respect to the direction and nature of the desired change. Culture appears to have an impact on the magnitude of the desired change, as well as the way in which certain "desired states" are manifested in the Asian context. For example, both Asian and North American managers indicated a desire for a more participatory, open approach to management. What this means in practice, however, shows differences which appear strongly related to a number of cultural attributes, most notably respect for hierarchy and status and a desire to maintain harmony.

Culture also appears to have a significant impact in terms of determining the process which might be the most effective to achieve the change. The issue of cultural "fit" appears to have a greater impact on how OD is done, than on what is done. In many instances the change that is desired moves the organization in a direction away from traditional norms and values, as, for example, in the case of the stated desire for more open, direct communication. How this change is implemented (eg. in a way that respects hierarchy and preserves harmony), appears to have a greater impact on its effectiveness than the fact that the change itself may be contrary to traditional values.

These findings are supported by findings of Golembiewski (1990) who states that:

"...some OD applications seem possible in all settings. However, the same degree of the same intervention might not be similarly appropriate in different cultures...For example, a 'culture of silence' would impede interaction-centred designs, and prior modification of the local culture might preoccupy early phases

of development. Thorough diagnosis is needed to identify relevant cultural features, and then to match to them specific OD designs from the available array" (p 36).

7.4 BENEFITS OF THE RESEARCH

There are several benefits derived from the research. First, the research findings contribute to the development of a theory of the impact which culture has on the effectiveness of approaches to organizational development and change. Although there is some prior research which attempts to develop normative guidelines for OD practitioners in different cultural contexts (eg. Jaeger, 1986), there is very little research which attempts to define and measure the role of culture and its impact on change efforts.

Second, relatively little experience-based material on organizational change and development or human resource management practices in Asian countries (other than Japan) has been published (Jaeger, Kanungo & Srinivas, 1992). This research has contributed to the body of knowledge about the practice of OD in Asia, particularly with respect to the nature of the impact which culture has on management and organization practices in general and OD in particular.

A third benefit of the research is the development of an model of organizational change and development which is more likely to be effective in the Asian context. The model should provide guidance and insight for change agents, managers and policy makers who undertake change and development efforts in the Asian context.

7.5 LIMITATIONS

The current research has several limitations inherent in its methodology, theoretical model and the research design, each of which is discussed below. As will be

discussed in the following section, many of these limitations could be addressed through further research.

7.5.1. Methodology

Perhaps the most fundamental weakness of the research methodology is that there is no use of random sampling, which limits the generalizability of the results. Unfortunately, the nature of the research itself, combined with time and financial constraints, made it unfeasible to use random sampling techniques.

The generalizability of the research results to the countries, other than Indonesia, included in the Asian cultural cluster also raises some concerns. Due to circumstances beyond the author's control, and time and financial constraints, the sample was limited to only one of the countries included in the cluster. The extent to which the research findings are applicable beyond the Indonesian context is questionable.

Each of the different data collection methods have their own limitations which are discussed below.

7.5.1.1 Written Questionnaire

The small size ($N=82$) and, as mentioned above, non-random nature of the sample are weaknesses of this data collection methodology. In order to reduce the concerns about the lack of generalizability of the findings, an attempt was made to ensure that, as far as possible comparable samples from Asia and North America were used. Because the primary purpose of the written questionnaire was to identify differences attributable to culture, using similar samples helped to control for many variables which might otherwise threaten the validity of the findings.

As discussed in Section 6, the Asian respondents tended to show higher preferences, in general, than North American respondents. This suggests that the research instrument itself may have been perceived differently by the Asian and North American respondents, perhaps due to an inherent cultural bias.

Finally, the relatively low reliability coefficients obtained for the written questionnaire raises some concerns regarding the internal consistency of the measures and the findings these are based on.

7.5.1.2 Interview of Change Agents

The primary weakness of this data collection methodology is the potential for reporting bias. Change agents, who are usually consultants, have a vested interest in the positive outcomes of the change efforts and, therefore, may have been inclined to report only the positive outcomes of their efforts or may have chosen to discuss only successful change efforts. This is evidenced by the fact that only 2 out of the 24 respondents indicated the change effort they had chosen to discuss was a failure.

In addition, time and financial constraints as well as the difficulty of accessing the sample, limited the sample size which, in turn, further weakened the generalizability of the findings.

Another weakness was with respect to the interview guidelines themselves. Questions were often difficult and very general in nature. In some instances, interviewees may have attempted to answer the questions even if they were unsure of what to say or did not understand what was being asked.

7.5.2 Theoretical Model

The theoretical model which underlies the proposed research relies heavily on Hofstede's five cultural dimensions as the basis for determining the fit of underlying values. The validity of the research, therefore, depends to some extent on the validity of the underlying construct defined by Hofstede, which, although widely used and accepted, has certain weaknesses. As discussed earlier, Hofstede himself, together with Bond (1988), have identified a fifth cultural dimension, which although incorporated into the model, raises concerns that the cultural dimensions used may be culturally biased, thereby neglecting some important dimensions of Asian culture. Triandis (1982) identified a number of dimensions not included in Hofstede's original model. In his more recent review of Hofstede's book "Cultures and Organizations: Software of the Mind" (1990), Triandis (1993) is quite critical of Hofstede's conceptualization of culture, the fact that he made no effort to link with social science literature, and his tendency to imply causal relationships between cultural attributes and other variables where it is likely that both are caused by a third variable.

In addition, replication of Hofstede's study (Punnett & Withane, 1990; Singh, 1990) have found that scores varied considerably for different samples and were related to things such as age, education, nature of job and organizational culture.

A second limitation of the theoretical model pertains to the fact that it is, to a large extent, based on espoused values which, according to Schein (1991) may not reflect the actual underlying assumptions which determine behaviour.

The research findings identified several weaknesses with respect to certain aspects

of the theoretical model, particularly regarding how various cultural dimensions manifest themselves and what the implications of this are for organizations. These findings were discussed in Section 6 and seem to suggest that there may have been a cultural bias associated with a number of the underlying assumptions of the hypothesized models of effective change.

7.5.3 Research Design

Although several researchers have concluded that "deep seated managerial assumptions are strongly shaped by national cultures and appear quite insensitive to the more transient culture of organizations" (Laurent, 1986: 95) there is still some debate regarding the impact which organizational and contextual variables have on organization and management practices. Certainly, national cultural variables cannot explain all behaviour in organizations, as even within the same cultural context there is great variation. According to Evans (1989):

"Although there are big differences between nations in attitudes and work values,...such differences are stereotypes. They represent statistical differences in means between the normal distribution of attitudes and values in any given national population" (p 21).

Due to time and other constraints, however, the scope of this study was limited to those variables associated with the underlying national cultural variables and their implications. The fact that the research did not take into account the presence of other variables, such as organization culture, which may impact on the success or failure of any given approach to organization change and development, is a limitation of the research design.

Another limitation of the research design is its reliance on "nationality" as a substitute for culture. This does not take into account the possibility that other variables associated with nationality, such as stage of development, may have an impact on the nature and effectiveness of various approaches to organizational development.

7.6 SUGGESTIONS FOR FURTHER RESEARCH

There are several opportunities for further research which have arisen from the research findings. In order to help improve the clarity, accuracy and usefulness of the findings of the current research and to further explore the impact which cultural fit has on OD effectiveness, the following are suggested:

7.6.1 Generalizability

Replication of the current study using a larger sample size and a broader sample which incorporates managers from a greater number of countries in the Asian cultural cluster would help determine if the findings are generalizable to Asian populations in more general terms. In addition, the use of random sampling techniques would also help to improve the validity and generalizability of the research results.

7.6.2 Research Instrument

The research instruments used should be refined on the basis of the insights gained from the current research. This would help to overcome problems encountered in interpreting the research findings due to vague or unclear wording or the use of reverse scales which may have confused respondents. In addition, items which make up various measures of culture need to be examined and revised in an attempt to improve the internal consistency or reliability of the research findings. The help of Asian

management specialists should be sought to ensure that the management concepts are transferable to the Asian context and that any cultural biases in the instruments are minimized.

7.6.3 Measurement of "Success"

A more objective means of measuring success needs to be incorporated into any further research efforts designed to look at the relationship between OD effectiveness and culture. It appears that reporting bias may have played a considerable role with respect to the results of the interviews of change agents. One option might be to also interview or survey the companies which had been involved in the change efforts described by the change agents.

7.6.4 Hypothesized Models of Effective Change

Based on the findings of the current research, it is possible to further refine the hypothesized models of effective change. Repetition of the study based on these refined models may enable more subtle distinctions to be detected, as well as help to clarify the research findings.

7.6.5 Tactics and Techniques

The method of measuring the impact of culture by looking at which tactics and techniques were used or effective in the Asian context gave rise to a number of useful findings. This method could be further refined and developed. An attempt should be made to gather empirical data on the tactics and techniques used from a larger sample size.

7.6.6 Espoused vs Actual Values

Efforts need to be made to help ensure actual values are being measured as opposed to espoused values. One possible approach may be to provide managers with a number of hypothetical 'real life' scenarios along the lines of the "in box" approach used by Tse et al (1988). Another approach may be to observe managers at work.

7.6.7 Additional Topic Areas

A number of related topic areas have arisen in the course of this research which could be further explored. Further research is needed to determine the extent to which effectiveness of various approaches to OD are related to stage of management and organization development. Such a study may provide further insights into the existence of a management and organizational development continuum.

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DESCRIPTION OF HOFSTEDE'S FIVE CULTURAL DIMENSIONS INCLUDING MEASUREMENT AND COMPUTATION OF SCORES

A. POWER DISTANCE

Hofstede's Power Distance Index is a composite of responses to three questions pertaining to respondents' (1) fear of disagreeing with their boss (2) existing management style and, (3) most desirable management style. Hofstede used a mathematical formula to convert the answers to these questions into comparable scales and then added them together. The mean score for question 1 (rated on a five point scale) was multiplied by 25 so it was equivalent to the percentage scores for questions 2 and 3. All three scores were then added and a constant was added to the total to give an index ranging between 0 and 100.

The characteristics of both small and large power distance are outlined on the following page.

THE POWER DISTANCE DIMENSION

<i>Small Power Distance</i>	<i>Large Power Distance</i>
Inequality in society should be minimized.	There should be an order of inequality in this world in which everybody has a rightful place; high and low are protected by this order.
All people should be interdependent.	A few people should be independent; most should be dependent.
Hierarchy means an inequality of roles, established for convenience.	Hierarchy means existential inequality.
Superiors consider subordinates to be "people like me."	Superiors consider subordinates to be a different kind of people.
Subordinates consider superiors to be "people like me."	Subordinates consider superiors as a different kind of people.
Superiors are accessible.	Superiors are inaccessible.
The use of power should be legitimate and is subject to the judgment as to whether it is good or evil.	Power is a basic fact of society that antedates good or evil. Its legitimacy is irrelevant.
All should have equal rights	Power-holders are entitled to privileges.
Those in power should try to look less powerful than they are.	Those in power should try to look as powerful as possible.
The system is to blame.	The underdog is to blame.
The way to change a social system is to redistribute power.	The way to change a social system is to dethrone those in power.
People at various power levels feel less threatened and more prepared to trust people.	Other people are a potential threat to one's power and can rarely be trusted.
Latent harmony exists between the powerful and the powerless.	Latent conflict exists between the powerful and the powerless.
Cooperation among the powerless can be based on solidarity.	Cooperation among the powerless is difficult to attain because of their low-faith-in-people norm

B. UNCERTAINTY AVOIDANCE

In order to arrive at a rating for uncertainty avoidance, Hofstede used the composite score from three questions: (1) Extent of agreement that company rules should not be broken (2) How long the employee intended to continue working with the company, and (3) How often the employee felt nervous or tense at work. As with power distance, the composite score was calculated by means of a mathematical equation which multiplied the answers to question 1 by 30 and question 3 by 40 (both questions were originally ranked on the basis of a five point scale) and then added these to the percentage score for question 2. The total was then subtracted from 300 so that the final score would fall within a range of 0 to 100.

The characteristics of weak and strong uncertainty avoidance cultures are shown on the following page.

THE UNCERTAINTY AVOIDANCE DIMENSION

<i>Weak Uncertainty Avoidance</i>	<i>Strong Uncertainty Avoidance</i>
The uncertainty inherent in life is more easily accepted and each day is taken as it comes.	The uncertainty inherent in life is felt as a continuous threat that must be fought.
Ease and lower stress are experienced.	Higher anxiety and stress are experienced.
Time is free.	Time is money
Hard work, as such, is not a virtue.	There is an inner urge to work hard.
Aggressive behavior is frowned upon.	Aggressive behavior of self and others is accepted.
Less showing of emotions is preferred.	More showing of emotions is preferred.
Conflict and competition can be contained on the level of fair play and used constructively.	Conflict and competition can unleash aggression and should therefore be avoided.
More acceptance of dissent is entailed.	A strong need for consensus is involved.
Deviation is not considered threatening; greater tolerance is shown.	Deviant persons and ideas are dangerous; intolerance holds sway.
The ambience is one of less nationalism.	Nationalism is pervasive.
More positive feelings toward younger people are seen.	Younger people are suspect.
There is more willingness to take risks in life.	There is great concern with security in life.
The accent is on relativism, empiricism	The search is for ultimate, absolute truths and values
There should be as few rules as possible	There is a need for written rules and regulations
If rules cannot be kept, we should change them.	If rules cannot be kept, we are sinners and should repent.
Belief is placed in generalists and common sense.	Belief is placed in experts and their knowledge.
The authorities are there to serve the citizens.	Ordinary citizens are incompetent compared with the authorities.

C. MASCULINITY

This dimension was derived by means of a factor analysis of responses to 14 questions about work goals. In addition to the Masculinity factor, a second factor, Individualism, was also revealed and is discussed in more detail below. The masculinity factor was found to be negatively correlated with the extent to which respondents indicated that the following goals were important: (1) Good working relationship with managers (2) high level of cooperation (3) ability to live in a desirable area, and (4) employment security.

The masculinity factor was found to be positively correlated with the extent to which respondents indicated that the following goals were important: (1) Challenging work (2) opportunity for advancement (3) getting the recognition one deserves, and (4) opportunity for high earnings.

The characteristics associated with both masculine and feminine cultural orientations are shown below.

THE MASCULINITY DIMENSION	
<i>Feminine</i>	<i>Masculine</i>
Men needn't be assertive, but can also assume nurturing roles.	Men should be assertive. Women should be nurturing
Sex roles in society are more fluid.	Sex roles in society are clearly differentiated
There should be equality between the sexes.	Men should dominate in society
Quality of life is important	Performance is what counts
You work in order to live	You live in order to work
People and environment are important.	Money and things are important
Interdependence is the ideal	Independence is the ideal
Service provides the motivation	Ambition provides the drive.
One sympathizes with the unfortunate	One admires the successful achiever
Small and slow are beautiful.	Big and fast are beautiful
Unisex and androgyny are ideal	Ostentatious manliness (machismo) is appreciated

This dimension was derived by means of a factor analysis of responses to 14 questions about work goals. The individualism factor was found to be negatively correlated with the extent to which respondents indicated that the following goals were important: (1) Opportunity to use skills (2) physical conditions of work, and (3) training.

The individualism factor was found to be positively correlated with the extent to which respondents indicated that the following goals were important: (1) Personal time (2) freedom, and (3) challenging work. The characteristics associated with both individualistic and collectivist cultural orientations are shown below.

THE INDIVIDUALISM DIMENSION	
<i>Collectivist</i>	<i>Individualist</i>
In society, people are born into extended families or clans who protect them in exchange for loyalty.	In society, everybody is supposed to take care of himself/herself and his/her immediate family.
"We" consciousness holds sway.	"I" consciousness holds sway.
Identity is based in the social system.	Identity is based in the individual.
There is emotional dependence of individual on organizations and institutions.	There is emotional independence of individual from organizations or institutions.
The involvement with organizations is moral.	The involvement with organizations is calculative
The emphasis is on belonging to organizations; membership is the ideal.	The emphasis is on individual initiative and achievement; leadership is the ideal.
Private life is invaded by organizations and clans to which one belongs; opinions are predetermined.	Everybody has a right to a private life and opinion.
Expertise, order, duty, and security are provided by organization or clan.	Autonomy, variety, pleasure, and individual financial security are sought in the system.
Friendships are predetermined by stable social relationships, but there is need for prestige within these relationships	The need is for specific friendships
Belief is placed in group decisions.	Belief is placed in individual decisions
Value standards differ for in-groups and out-groups (particularism)	Value standards should apply to all (universalism).

Unfortunately the author has not yet been able to obtain information about how this dimension was measured and computed. However, a fuller description of the characteristics associated with both long term and short term orientation is included below.

<i>Short-term orientation</i>	<i>Long-term orientation</i>
Respect for traditions	Adaptation of traditions to a modern context
Respect for social and status obligations regardless of cost	Respect for social and status obligations within limits
Social pressure to 'keep up with the Joneses' even if it means overspending	Thrift, being sparing with resources
Small savings quote, little money for investment	Large savings quote, funds available for investment
Quick results expected	Perseverance towards slow results
Concern with 'face'	Willingness to subordinate oneself for a purpose
Concern with possessing the Truth	Concern with respecting the demands of Virtue

APPENDIX 2
WRITTEN QUESTIONNAIRE - PART I
OD VALUE SURVEY*

* Based on an instrument used by Graf et al (1989)

Indicate to what extent you feel the following statements characterize the work environment in your organization at the present time. Also indicate to what extent you believe each of the following statements or characteristics **should** exist in the workplace. If you are not presently employed, try to think of an organization that you have worked for, or with which you are familiar.

Rank the following statements on a scale of 1 to 7, with 1 = minimum level of applicability to your work environment, and 7 = maximum level of applicability to your work environment. Circle the appropriate number. Try to move through the questions fairly quickly.

	1	2	3	4	5	6	7
	Minimum Applicability			Maximum Applicability			
1. Managers in the organization spend time preparing formal plans such as budgets, work plans, etc.							
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
2. Managers in the organization take an interest in personal problems of their subordinates							
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
3. Employees in the organization are motivated to improve their work performance							
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
4. The organization rewards cooperative behaviour							
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
5. In the organization, employees are given feedback about their work performance							
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
6. In the organization, managers and workers like to see change in their jobs							
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7

7. Establishing and meeting work deadlines is expected of employees
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
8. In the organization, job duties are described by clear written procedures.
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
9. Managers in the organization socialize with their subordinates after work
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
10. In the organization, employees are rewarded based on their accomplishments rather than their seniority
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
11. Individuals in work groups in the organization tend to place more importance on working together than striving for individual recognition
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
12. Work objectives in the organization are clearly communicated to employees
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
13. Employees in the organization are afraid to assert their opinions
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
14. In the organization, there is little questioning by subordinates of the authority of their superiors
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7

15. Managers in the organization take initiative and do things on their own
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
16. In the organization, policies and procedures are followed
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
17. The company provides job security for its employees
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
18. Managers in the organization make most decisions without consulting subordinates
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
19. Employees work in the organization a long time
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
20. In the organization, respect is given to one's position in the organization
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7
21. Work objectives are made explicit
"IS NOW"	1	2	3	4	5	6	7
"SHOULD BE"	1	2	3	4	5	6	7

APPENDIX 3
WRITTEN QUESTIONNAIRE - PARTS II & III
HYPOTHESIZED MODEL OF EFFECTIVE OD
BACKGROUND INFORMATION

PART II

Each of the following statements is intended to complete the sentence:

"THE MOST EFFECTIVE WAY TO BRING ABOUT CHANGE IN MY ORGANIZATION WOULD BE TO USE AN APPROACH WHICH..."

Indicate the extent to which you agree or disagree with each statement. Circle the most appropriate response. Try to move through the questions fairly quickly. If you are not presently employed, try to think of an organization that you have worked for, or with which you are familiar.

	1	2	3	4	5
	Strongly
Disagree	Disagree	Uncertain	Agree	Strongly
Agree
1. ...respects hierarchy and status differences.	1	2	3	4	5
2. ...allows for input from staff at different levels but does not minimize the importance of the existing hierarchy.	1	2	3	4	5
3. ...encourages equal participation at the peer level only.	1	2	3	4	5
4. ...avoids questioning management authority or criticizing management.	1	2	3	4	5
5. ...involves all levels of staff in the change process.	1	2	3	4	5
6. ...respects the need to preserve harmony and good relationships.	1	2	3	4	5
7. ...does not emphasize frank communication and exchange of feelings.	1	2	3	4	5
8. ...avoids confrontation, direct criticism and conflict.	1	2	3	4	5
9. ...deals privately with matters of conflict or hurt feelings, and publicly emphasizes items of agreement.	1	2	3	4	5

10. ...considers the role of "go-betweens" to be important.
1	2	3	4	5
11. ...adopts a collective rather than individualistic orientation.
1	2	3	4	5
12. ...avoids rewarding or evaluating success strictly on an individual basis.
1	2	3	4	5
13. ...emphasizes efforts to find solutions to problems through collective rather than individual means.
1	2	3	4	5
14. ...attempts to bring about change in individual behaviour by focusing on the individual's task rather than his or her attitude.
1	2	3	4	5
15. ...is supported visibly by powerful stakeholders who decree that change will take place.
1	2	3	4	5
16. ...comes as a result of external pressure for change (due to a changing environment or a visible gap between performance and objectives)
1	2	3	4	5
17. ...is led by individuals who:
- are paternalistic
1	2	3	4	5
- provide clear direction
1	2	3	4	5
- set an example
1	2	3	4	5
- foster involvement
1	2	3	4	5
18. ...depends on the change agent having credibility due to social status, education and past achievements.
1	2	3	4	5

19. ...depends on the leader motivating staff through:

- peer pressure

1 2 3 4 5

- sense of loyalty and belonging

1 2 3 4 5

20. ...emphasizes equal participation and "democratization" of the workplace.

1 2 3 4 5

21. ...stresses establishing more egalitarian norms.

1 2 3 4 5

22. ...encourages equal participation of staff, regardless of level.

1 2 3 4 5

23. ...challenges management authority and allows for criticism of management.

1 2 3 4 5

24. ...implies that staff input is given equal consideration, regardless of level.

1 2 3 4 5

25. ...encourages open communication and confrontation in order to solve problems.

1 2 3 4 5

26. ...places importance on open, honest and frank communication.

1 2 3 4 5

27. ...encourages confrontation.

1 2 3 4 5

28. ...places importance on open discussion of matters of disagreement.

1 2 3 4 5

29. ...uses "go-betweens" only as a last resort if conflict cannot be resolved with face-to-face communication.

1 2 3 4 5

30. ...encourages teamwork, but not at the expense of individual initiative.

1 2 3 4 5

31. ...utilizes performance appraisals based on individual performance.

1 2 3 4 5

32. ...encourages individual initiative in solving problems, along with a lesser emphasis on a team approach.

1 2 3 4 5

33. ...encourages individuals to take personal responsibility for identifying and solving problems.

1 2 3 4 5

34. ...is initiated at any level in the organization.

1 2 3 4 5

35. ...involves all staff equally in the change decisions.

1 2 3 4 5

36. ...comes as a result of either internal or external pressure.

1 2 3 4 5

37. ...uses an open, participatory leadership style.

1 2 3 4 5

38. ...uses an egalitarian approach, which stresses the importance of participation by all.

1 2 3 4 5

39. ...relies on change agents gaining credibility by demonstrating quick and tangible results.

1 2 3 4 5

40. ...motivates staff by emphasis on performance.

1 2 3 4 5

PART III: BACKGROUND INFORMATION

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1. In completing the above questionnaire, your answers were based mostly on your experience in what type of organization? (Please tick appropriate space)

1.1 Status:

- ☐ Government owned company
☐ Canadian owned company
☐ Foreign owned company (North American or European owned)
☐ Foreign owned company (NOT North American or European owned)
☐ Joint venture
☐ Government
☐ Not for profit organization
☐ Other: Please specify - _____

Location of organization (country): _____

1.2 Size:

a. Value of Assets

- ☐ less than \$ 1 million
☐ \$ 1 - 14.5 million
☐ more than \$14.5 million

b. Number of Employees

- ☐ less than 100
☐ 100 - 1000
☐ more than 1000

1.3 Industry Sector:

- ☐ Manufacturing
☐ Trade
☐ Services
☐ Other: Please specify - _____

1.4 Foreign Employees:

Are there employees of different nationalities (other than Canadian or American) working for this organization?

☐ Yes ☐ No

If YES, what are their nationalities? _____

1.5 Age of Organization:

- ☐ less than 5 years
☐ 5 - 10 years
☐ more than 10 years

1.6 In what country were you located when working for this organization?

2. Personal Data

2.1 Age ____ years

2.2 Sex ____ female ____ male

2.3 Formal Education: _____

2.4 Position in organization: _____

Length of time in position: ____ years

2.5 Have you ever lived, worked, studied or travelled in another culture?

____ Yes ____ No

If YES, please indicate where you were, for how long and in what capacity (cite your three longest periods of time spent in any one place):

Country	Length of Time	Nature of Activity
_____	_____	_____
_____	_____	_____
_____	_____	_____

Have you ever studied about other cultures?

____ Yes ____ No

If YES, which culture(s): _____

2.6 Have you ever been involved in an effort to change an organization with the purpose of improving that organization's effectiveness?

____ Yes ____ No

If YES, what was your role in the change effort?

____ Participant
 ____ Decision Maker
 ____ Change Agent - Internal
 ____ Change Agent - External (eg. consultant)
 ____ Other: Please specify - _____

If YES, please state briefly the nature of the change effort:

THANK YOU FOR YOUR COOPERATION AND ASSISTANCE.

APPENDIX 4

PROFILE OF RESPONDENTS
WRITTEN QUESTIONNAIRE
82 RESPONDENTS (N = 82)¹

CHARACTERISTIC	ALL	NORTH AMERICAN	ASIAN
PERSONAL CHARACTERISTICS			
1. AGE	5% - less than 25 30% - 26-35 years 51% - 36-45 years 11% - 46-55 years 2% - Over 55 years	12% 33% 48% 3% 3%	0% 36% 54% 17% 3%
2. SEX	82% - Male 18% - Female	79% 21%	87% 13%
3. EDUCATION LEVEL	59% - Bachelor Degree 40% - Masters Degree 2% - Phd	78% 22% 0%	44% 53% 2%
4. POSITION IN ORGANIZATION	20% - Top Mgmt (Director/CEO) 29% - Senior Management 28% - Middle Management 5% - Lower Management 17% - Professional/Consultant	21% 24% 17% 14% 24%	20% 31% 36% 0% 13%
5. YEARS IN POSITION	17% - Less than 2 year 52% - Between 2 and 5 years 21% - Between 5 and 10 years 5% - Between 10 and 15 years 2% - More than 20 years		
6. PRIOR EXPERIENCE IN A FOREIGN COUNTRY	71% - Yes 29% - No	83% 17%	62% 37%
7. PURPOSE OF TRAVEL	22% - Travel/Pleasure 29% - Training/Seminar 22% - Education 27% - Work/Business	43% 4% 9% 43%	4% 52% 36% 8%
8. PRIOR INVOLVEMENT IN CHANGE EFFORT	82% - Yes 18% - No	94% 6%	74% 26%

¹ Percentages are rounded to nearest whole number

9. ROLE IN CHANGE EFFORT	19% - Participant 17% - Decision Maker 46% - Internal Change Agent 17% - External Change Agent 2% - Other	26% 16% 32% 23% 3%	9% 17% 65% 9% 0%
10. ORGANIZATIONAL AFFILIATION	7% - SRDP 6% - IPPM Staff 50% - IPPM Executive MBA 22% - Queen's Executive MBA 11% - Capilano College APMCP 4% - Other	n/a	n/a
11. ETHNICITY OF RESPONDENT	40% - North American 59% - Asian 2% - Other (1 respondent)	n/a	n/a
ORGANIZATIONAL CHARACTERISTICS			
12. STATUS OF ORGANIZATION	48% - Private Company 13% - Government Owned Company 27% - Government 10% - Other	39% 10% 48% 3%	57% 17% 13% 13%
13. ASSETS OF COMPANY	14% - Less than \$1 million 27% - Between \$1 - 14.5 million 59% - More than \$14.5 million	11% 7% 81%	17% 38% 45%
14. NUMBER OF EMPLOYEES	28% - Less than 100 30% - Between 100 and 1000 43% - More than 1000	25% 16% 59%	28% 40% 32%
15. TYPE OF BUSINESS	10% - Manufacturing 3% - Trade 58% - Services 29% - Other	10% 3% 58% 29%	11% 2% 57% 30%
16. PRESENCE OF FOREIGN EMPLOYEES	42% - Yes 58% - No	48% 52%	37% 63%
17. AGE OF COMPANY	8% - Less than 5 years 15% - Between 5 and 10 years 78% - More than 10 years	3% 16% 81%	11% 15% 74%

APPENDIX 5

MEANS, STANDARD DEVIATIONS RELIABILITY
COEFFICIENTS AND INTERCORRELATIONS FOR MEASURES
FROM OD VALUE SURVEY
(WRITTEN QUESTIONNAIRE)

1. DEGREE OF STRUCTURE/FORMALIZATION - "IS NOW"

Items Included in Measure:

1. VFPLAN1 Time used for formal planning - Now
2. VFDEADL1 Employees are expected to establish and meet deadlines - Now
3. VFJBDES1 Clear written job descriptions exist - Now
4. VFPROC1 Policies and procedures are implemented/followed - Now
5. VFOBJEX1 Work objectives are made explicit - Now

	MEAN	STD DEV	CASES
1. VFPLAN1	4.4026	1.5154	77.0
2. VFDEADL1	4.3896	1.6714	77.0
3. VFJBDES1	3.9221	1.6445	77.0
4. VFPROC1	4.1169	1.4507	77.0
5. VFOBJEX1	3.8961	1.5268	77.0

CORRELATION MATRIX

	VFPLAN1	VFDEADL1	VFJBDES1	VFPROC1	VFOBJEX1
VFPLAN1	1.0000				
VFDEADL1	.3892	1.0000			
VFJBDES1	.2134	.4755	1.0000		
VFPROC1	.2716	.2794	.2851	1.0000	
VFOBJEX1	.3539	.3976	.4579	.5580	1.0000

OF CASES = 77.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES		
	20.7273	30.2273	5.4979	5		
ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	4.1455	3.8961	4.402	.5065	1.1300	.0597
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	2.4460	2.1046	2.7936	.6890	1.3274	.0849
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.3682	.2134	.5580	.3446	2.6149	.0111

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VFPLAN1	16.3247	22.0643	.4121	.2052	.7330
VFDEADL1	16.3377	19.4634	.5404	.3286	.6869
VFJBDES1	16.8052	20.1852	.4966	.3137	.7041
VFPROC1	16.6104	21.7409	.4717	.3196	.7124
VFOBJEX1	16.8312	19.4580	.6264	.4430	.6550

RELIABILITY COEFFICIENTS 5 ITEMS

ALPHA = .7442 STANDARDIZED ITEM ALPHA = .7445

2. DEGREE OF STRUCTURE/FORMALIZATION - "SHOULD BE"

Items Included in Measure:

1.	VFPLAN2	Time used for formal planning - Should Be
2.	VFDEADL2	Employees are expected to establish and meet deadlines - Should Be
3.	VFJBDES2	Clear written job descriptions exist - Should Be
4.	VFPROC2	Policies and procedures are implemented/followed - Should Be
5.	VFOBJEX2	Work objectives are made explicit - Should Be

		MEAN	STD DEV	CASES
1.	VFPLAN2	5.8000	1.1627	80.0
2.	VFDEADL2	6.0500	1.0421	80.0
3.	VFJBDES2	5.8000	1.1627	80.0
4.	VFPROC2	5.6250	1.2052	80.0
5.	VFOBJEX2	6.2125	.8958	80.0

CORRELATION MATRIX

	VFPLAN2	VFDEADL2	VFJBDES2	VFPROC2	VFOBJEX2
VFPLAN2	1.0000				
VFDEADL2	.2695	1.0000			
VFJBDES2	.4195	.3218	1.0000		
VFPROC2	.3704	.2671	.4517	1.0000	
VFOBJEX2	.3573	.3410	.4667	.5203	1.0000

OF CASES = 80.0

STATISTICS FOR SCALE	MEAN 29.4875	VARIANCE 15.0631	STD DEV 3.8811	# OF VARIABLES 5		
ITEM MEANS	MEAN 5.8975	MINIMUM 5.6250	MAXIMUM 6.2125	RANGE .5875	MAX/MIN 1.1044	VARIANCE .0539
ITEM VARIANCES	MEAN 1.2090	MINIMUM .8024	MAXIMUM 1.4525	RANGE .6502	MAX/MIN 1.8103	VARIANCE .0702
INTER-ITEM CORRELATIONS	MEAN .3785	MINIMUM .2671	MAXIMUM .5203	RANGE .2532	MAX/MIN 1.9482	VARIANCE .0068

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VFPLAN2	23.6875	10.1416	.4820	.2386	.7164
VFDEADL2	23.4375	11.2366	.3922	.1631	.7449
VFJBDES2	23.6875	9.5593	.5775	.3393	.6788
VFPROC2	23.8625	9.5125	.5512	.3450	.6897
VFOBJEX2	23.2750	10.7842	.5909	.3687	.6852

RELIABILITY COEFFICIENTS 5 ITEMS

ALPHA = .7484 STANDARDIZED ITEM ALPHA = .7528

3. ATMOSPHERE/RELATIONSHIPS - "IS NOW"

Items Included in Measure:

1.	VAINT1	Managers pay attention to staff problems - Now
2.	VASOCAL2	Managers associate with staff after work - Now
3.	VAAFRAD1	Employees are afraid to express their opinions - Now
4.	VAAUTH1	Subordinates seldom question boss' authority - Now
5.	VADEC1	Managers make decisions without consulting subordinates - Now
6.	VARESP1	Respect is given by position in organization - Now

		MEAN	STD DEV	CASES
1.	VAINT1	3.7532	1.3392	77.0
2.	VASOCAL2	3.5195	1.5527	77.0
3.	VAAFRAD1	4.0260	1.6621	77.0
4.	VAAUTH1	3.8312	1.7726	77.0
5.	VADEC1	4.1688	1.5252	77.0
6.	VARESP1	4.6104	1.6235	77.0

CORRELATION MATRIX

	VAINT1	VASOCAL2	VAAFRAD1	VAAUTH1	VADEC1
VAINT1	1.0000				
VASOCAL2	.2586	1.0000			
VAAFRAD1	.1684	.0457	1.0000		
VAAUTH1	.2649	.2474	.6000	1.0000	
VADEC1	.0851	-.0680	.4135	.4000	1.0000
VARESP1	.0762	-.0022	.0331	.1369	.2235

OF CASES = 77.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES		
	23.9091	30.6100	5.5326	6		
ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	3.9648	3.5195	4.6104	1.0909	1.3100	.1441
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	2.5118	1.7936	3.1422	1.3486	1.7519	.2072
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.2013	-.0022	.6000	.6021	-.276-.5676	.0275

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VAINT1	20.1558	25.0543	.2806	.1153	.5876
VASOCAL2	20.3896	25.2146	.1914	.1214	.6224
VAAFRAD1	19.8831	21.0519	.4456	.4153	.5192
VAAUTH1	20.0779	18.3623	.5994	.4511	.4379
VADEC1	19.7403	22.2474	.4195	.2421	.5339
VARESP1	19.2987	25.5807	.1458	.0698	.6423

RELIABILITY COEFFICIENTS 6 ITEMS

ALPHA = .6092 STANDARDIZED ITEM ALPHA = .6019

4. ATMOSPHERE/RELATIONSHIP - "SHOULD BE"

Items Included in Measure:

1. VAIN2 Managers pay attention to staff problems - Should Be
2. VASOCAL1 Managers associate with staff after hours - Should Be
3. VAAFRAD2 Employees are afraid to express their opinions - Should Be
4. VAAUTH2 Subordinates seldom question boss' authority - Should Be
5. VADEC2 Managers make decisions without consulting subordinates - Should Be
6. VARESP2 Respect is given by position in organization - Should Be

	MEAN	STD DEV	CASES
1. VAIN2	4.5897	1.3430	78.0
2. VASOCAL1	4.5641	1.3250	78.0
3. VAAFRAD2	4.1026	2.1718	78.0
4. VAAUTH2	4.3590	1.6747	78.0
5. VADEC2	4.2921	1.6428	78.0
6. VARESP2	4.7436	1.3905	78.0

CORRELATION MATRIX

	VAINT2	VASOCAL1	VAAFRAD2	VAAUTH2	VADEC2
VAINT2	1.0000				
VASOCAL1	.2631	1.0000			
VAAFRAD2	.0324	.1331	1.0000		
VAAUTH2	-.0549	.2236	.4611	1.0000	
VADEC2	-.1235	.2422	.5123	.3687	1.0000
VARESP2	-.0292	.0654	.2110	.2910	.2595

OF CASES = 78.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES		
	26.6410	31.8435	5.6430	6		
ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	4.4402	4.1026	4.7436	.6410	1.1563	.0551
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	2.6187	1.7556	4.7166	2.9610	2.6866	1.2643

INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.1904	-.1235	.5123	.6358	-4.1494	.0334

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VAINT2	22.0513	29.8155	.0153	.1281	.6669
VASOCAL1	22.0769	26.0979	.2947	.1746	.5815
VAFRAD2	22.5385	17.8881	.5029	.3631	.4816
VAAUTH2	22.2821	21.5558	.4812	.2925	.5015
VADEC2	22.3590	21.7656	.4814	.3541	.5026
VARESP2	21.8974	25.9634	.2785	.1128	.5866

RELIABILITY COEFFICIENTS 6 ITEMS

ALPHA = .6079 STANDARDIZED ITEM ALPHA = .5852

5. REWARDS/MOTIVATION - "IS NOW"

Items Included in Measure:

1. VMOTIV1 Staff are motivated to improve performance - Now
2. VMREWRD1 Performance is rewarded rather than seniority - Now

	MEAN	STD DEV	CASES
1. VMOTIV1	3.9375	1.2153	80.0
2. VMREWRD1	4.1125	1.6988	80.0

CORRELATION MATRIX

	VMOTIV1	VMREWRD1
VMOTIV1	1.0000	
VMREWRD1	.3652	1.0000

OF CASES = 80.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES
	8.0500	5.8709	2.4230	2
ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE
	4.0250	3.9375	4.1125	.1750
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE
	2.1815	1.4771	2.8859	1.4089
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE
	.3652	.3652	.3652	.0000
	MAX/MIN	VARIANCE		
	1.0000	.0000		

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VMOTIV1	4.1125	2.8859	.3652	.1334	.
VMREWRD1	3.9375	1.4771	.3652	.1334	.

RELIABILITY COEFFICIENTS 2 ITEMS

ALPHA = .5137 STANDARDIZED ITEM ALPHA = .5350

6. REWARDS/MOTIVATION - "SHOULD BE"

Items Included in Measure:

1. VMOTIV2 Staff are motivated to improve performance - Should Be
 2. VMREWRD2 Performance is rewarded rather than seniority - Should Be

	MEAN	STD DEV	CASES
1. VMOTIV2	6.2683	.9564	82.0
2. VMREWRD2	5.9756	1.2470	82.0

CORRELATION MATRIX

	VMOTIV2	VMREWRD2
VMOTIV2	1.0000	
VMREWRD2	.3575	1.0000
# OF CASES =	82.0	

STATISTICS FOR SCALE	MEAN 12.2439	VARIANCE 3.3225	STD DEV 1.8228	# OF VARIABLES 2		
ITEM MEANS	MEAN 6.1220	MINIMUM 5.9756	MAXIMUM 6.2683	RANGE .2927	MAX/MIN 1.0490	VARIANCE .0428
ITEM VARIANCES	MEAN 1.2349	MINIMUM .9148	MAXIMUM 1.5550	RANGE .6402	MAX/MIN 1.6998	VARIANCE .2049
INTER-ITEM CORRELATIONS	MEAN .3575	MINIMUM .3575	MAXIMUM .3575	RANGE .0000	MAX/MIN 1.0000	VARIANCE .0000

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VMOTIV2	5.9756	1.5550	.3575	.1278	.
VMREWRD2	6.2683	.9148	.3575	.1278	.

RELIABILITY COEFFICIENTS 2 ITEMS

ALPHA = .5133 STANDARDIZED ITEM ALPHA = .5267

7. COOPERATION - "IS NOW"

Items Included in Measure:

1. VCCOOP1 The organization rewards cooperation - Now
 2. VCGROUP1 Working together more important than individual recognition - Now

	MEAN	STD DEV	CASES
1. VCCOOP1	3.8101	1.5028	79.0
2. VCGROUP1	3.9747	1.5687	79.0

CORRELATION MATRIX

	VCCOOP1	VCGROUP1
VCCOOP1	1.0000	
VCGROUP1	.4058	1.0000
# OF CASES =	79.0	

STATISTICS FOR SCALE	MEAN 7.7846	VARIANCE 6.6326	STD DEV 2.5754	# OF VARIABLES 2		
ITEM MEANS	MEAN 3.8924	MINIMUM 3.8101	MAXIMUM 3.9747	RANGE .1646	MAX/MIN 1.0432	VARIANCE .0135
ITEM VARIANCES	MEAN 2.3596	MINIMUM 2.2584	MAXIMUM 2.4609	RANGE .2025	MAX/MIN 1.0897	VARIANCE .0205
INTER-ITEM CORRELATIONS	MEAN .4058	MINIMUM .4058	MAXIMUM .4058	RANGE .0000	MAX/MIN 1.0000	VARIANCE .0000

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VCCOOP1	3.9747	2.4609	.4058	.1647	.
VCGROUP1	3.8101	2.2584	.4058	.1647	.

RELIABILITY COEFFICIENTS 2 ITEMS

ALPHA = .5770 STANDARDIZED ITEM ALPHA = .5773

8. COOPERATION - "SHOULD BE"

Items Included in Measure:

1. VCCOOP2 The organization rewards cooperation - Should Be
2. VCGROUP2 Working together more important than individual recognition - Should Be

	MEAN	STD DEV	CASES
1. VCCOOP2	5.7901	1.1371	81.0
2. VCGROUP2	5.6914	1.1688	81.0

CORRELATION MATRIX

	VCCOOP2	VCGROUP2
VCCOOP2	1.0000	
VCGROUP2	.4774	1.0000
# OF CASES =		81.0

STATISTICS FOR SCALE	MEAN 11.4815	VARIANCE 3.9278	STD DEV 1.9819	# O. VARIABLES 2		
ITEM MEANS	MEAN 5.7407	MINIMUM 5.6914	MAXIMUM 5.7901	RANGE .0988	MAX/MIN 1.0174	VARIANCE .0049
ITEM VARIANCES	MEAN 1.3295	MINIMUM 1.2929	MAXIMUM 1.3660	RANGE .0731	MAX/MIN 1.0566	VARIANCE .0027
INTER-ITEM CORRELATIONS	MEAN .4774	MINIMUM .4774	MAXIMUM .4774	RANGE .0000	MAX/MIN 1.0000	VARIANCE .0000

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VCCOOP2	5.6914	1.3660	.4774	.2279	.
VCGROUP2	5.7901	1.2929	.4774	.2279	.

RELIABILITY COEFFICIENTS 2 ITEMS

ALPHA = .6461 STANDARDIZED ITEM ALPHA = .6462

9. COMMUNICATION - "IS NOW"

Items Included in Measure:

1. VTFEEDB1 Employees are given feedback about their performance - Now
2. VTOSBJ1 Work objectives are clearly communicated - Now

	MEAN	STD DEV	CASES
1. VTFEEDB1	3.6125	1.4883	80.0
2. VTOSBJ1	3.7750	1.4924	80.0

CORRELATION MATRIX

	VTFEEDB1	VTOSBJ1
VTFEEDB1	1.0000	
VTOSBJ1	.5757	1.0000
# OF CASES =		80.0

STATISTICS FOR SCALE	MEAN 7.3875	VARIANCE 6.9998	STD DEV 2.6457	# OF VARIABLES 2		
ITEM MEANS	MEAN 3.6938	MINIMUM 3.6125	MAXIMUM 3.7750	RANGE .1625	MAX/MIN 1.0450	VARIANCE .0132
ITEM VARIANCES	MEAN 2.2211	MINIMUM 2.2150	MAXIMUM 2.2272	RANGE .0122	MAX/MIN 1.0055	VARIANCE .0001
INTER-ITEM CORRELATIONS	MEAN .5757	MINIMUM .5757	MAXIMUM .5757	RANGE .0000	MAX/MIN 1.0000	VARIANCE .0000

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VTFEEDB1	3.7750	2.2272	.5757	.3315	.
VTOBJ1	3.6125	2.2150	.5757	.3315	.

RELIABILITY COEFFICIENTS 2 ITEMS

ALPHA = .7308 STANDARDIZED ITEM ALPHA = .7308

10. COMMUNICATION - "SHOULD BE"

Items Included in Measure:

1. VTFEEDB2 Employees are given feedback about their performance - Should Be
2. VTOBJ2 Work objectives are clearly communicated - Should Be

	MEAN	STD DEV	CASES
1. VTFEEDB2	6.1341	.9130	82.0
2. VTOBJ2	6.2317	.8505	82.0

CORRELATION MATRIX

	VTFEEDB2	VTOBJ2
VTFEEDB2	1.0000	
VTOBJ2	.5795	1.0000

OF CASES = 82.0

STATISTICS FOR SCALE	MEAN 12.3659	VARIANCE 2.4571	STD DEV 1.5675	# OF VARIABLES 2		
ITEM MEANS	MEAN 6.1829	MINIMUM 6.1341	MAXIMUM 6.2317	RANGE .0976	MAX/MIN 1.0159	VARIANCE .0048
ITEM VARIANCES	MEAN .7785	MINIMUM .7234	MAXIMUM .8336	RANGE .1102	MAX/MIN 1.1523	VARIANCE .0061
INTER-ITEM CORRELATIONS	MEAN .5795	MINIMUM .5795	MAXIMUM .5795	RANGE .0000	MAX/MIN 1.0000	VARIANCE .0000

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VTFEEDB2	6.2317	.7234	.5795	.3358	.
VTOBJ2	6.1341	.8336	.5795	.3358	.

RELIABILITY COEFFICIENTS 2 ITEMS

ALPHA = .7326 STANDARDIZED ITEM ALPHA = .7338

11. SECURITY - "IS NOW"

Items Included in Measure:

1. VSCANG1 Employees like to see change in their jobs - Now
2. VSINIT1 Managers have initiative, do things on own - Now
3. VSSEC1 Company provides job security - Now
4. VSLONG1 Employees work in organization for a long time - Now

		MEAN	STD DEV	CASES
1.	VSCANG1	4.2368	1.3453	76.0
2.	VSINIT1	4.4211	1.5342	76.0
3.	VSSEC1	4.5921	1.6668	76.0
4.	VSLONG1	4.6711	1.3894	76.0

CORRELATION MATRIX

	VSCANG1	VSINIT1	VSSEC1	VSLONG1
VSCANG1	1.0000			
VSINIT1	.3710	1.0000		
VSSEC1	-.1585	.0003	1.0000	
VSLONG1	-.2074	.1472	.3731	1.0000

OF CASES = 76.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES		
	17.9211	11.2737	3.3576	4		
ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	4.4903	4.2368	4.6711	.4342	1.1025	.0372
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	2.2180	1.8098	2.7781	.9682	1.5350	.1938
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.0876	-.2074	.3731	.5805	-1.7987	.0583

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VSCANG1	13.6842	9.4189	.0054	.2118	.3753
VSINIT1	13.5000	6.7600	.2708	.1906	.0536
VSSEC1	13.3289	7.4770	.1117	.1466	.2775
VSLONG1	13.2500	7.7633	.2041	.2100	.1588

RELIABILITY COEFFICIENTS 4 ITEMS

ALPHA = .2841 STANDARDIZED ITEM ALPHA = .2775

12. SECURITY - "SHOULD BE"

Items Included in Measure:

1. VSCANG2 Employees like to see change in their jobs - Should Be
2. VSINIT2 Managers have initiative, do things on own - Should Be
3. VSSEC2 Company provides job security - Should Be
4. VSLONG2 Employees work in the company a long time - Should Be

		MEAN	STD DEV	CASES
1.	VSCANG2	5.7368	1.0375	76.0
2.	VSINIT2	6.1711	.9149	76.0
3.	VSSEC2	5.5658	1.3200	76.0
4.	VSLONG2	4.8816	1.2646	76.0

CORRELATION MATRIX

	VSCANG2	VSINIT2	VSSEC2	VSLONG2
VSCANG2	1.0000			
VSINIT2	.4975	1.0000		
VSSEC2	.4607	.2279	1.0000	
VSLONG2	.2910	.2713	.5040	1.0000

OF CASES = 76.0

OF

STATISTICS FOR SCALE	MEAN 22.3553	VARIANCE 11.0854	STD DEV 3.3295	VARIABLES 4		
ITEM MEANS	MEAN 5.5888	MINIMUM 4.8816	MAXIMUM 6.1711	RANGE 1.2895	MAX/MIN 1.2642	VARIANCE .2872
ITEM VARIANCES	MEAN 1.3137	MINIMUM .8370	MAXIMUM 1.7423	RANGE .9053	MAX/MIN 2.0815	VARIANCE .1829
INTER-ITEM CORRELATIONS	MEAN .3754	MINIMUM .2279	MAXIMUM .5040	RANGE .2760	MAX/MIN 2.2110	VARIANCE .0143

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
VSCHANG2	16.6184	7.0391	.5394	.3748	.6096
VSINIT2	16.1842	8.1256	.4070	.2693	.6845
VSSEC2	16.7895	5.8484	.5474	.3655	.5991
VSLONG2	17.4737	6.4126	.4799	.2799	.6449

RELIABILITY COEFFICIENTS 4 ITEMS

ALPHA = .7013 STANDARDIZED ITEM ALPHA = .7062

APPENDIX 6

MEANS, STANDARD DEVIATIONS RELIABILITY
COEFFICIENTS AND INTERCORRELATIONS FOR MEASURES
FROM TEST OF HYPOTHEZIZED MODELS OF EFFECTIVE CHANGE
(WRITTEN QUESTIONNAIRE)

1. RESPECT FOR HIERARCHY AND STATUS - Asian Model (H2)

Items included in measure:

1.	CNPHERE	Respects hierarchy and status
2.	CNPINPUE	Allows input, without minimizing importance of hierarchy
3.	CNPPEERE	Encourages participation at peer level only
4.	CNPAUTHE	Avoids questioning management authority
5.	CNPLEVLE	Involves all staff in the change process

		MEAN	STD DEV	CASES
1.	CNPHERE	3.0625	1.1837	80.0
2.	CNPINPUE	4.2250	.5948	80.0
3.	CNPPEERE	2.4250	.9247	80.0
4.	CNPAUTHE	2.4875	1.0907	80.0
5.	CNPLEVLE	4.1000	.9626	80.0

CORRELATION MATRIX

	CNPHERE	CNPINPUE	CNPPEERE	CNPAUTHE	CNPLEVLE
CNPHERE	1.0000				
CNPINPUE	.1596	1.0000			
CNPPEERE	.2992	.0543	1.0000		
CNPAUTHE	.4075	-.0737	.2187	1.0000	
CNPLEVLE	-.0389	.2255	-.0626	-.0711	1.0000

OF CASES = 80.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES		
	16.3000	6.9722	2.6405	5		
ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	3.2600	2.4250	4.2250	1.8000	1.7423	.7425
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.9453	.3538	1.4011	1.0473	3.9602	.1565
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.1118	-.0737	.4075	.4811	-5.5326	.0288

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CNPHERE	13.2375	3.7277	.4033	.2447	.1440
CNPINPUE	12.0750	6.1715	.1512	.0995	.3887
CNPPEERE	13.8750	5.0728	.2507	.1039	.3158
CNPAUTHE	13.8125	4.5340	.2688	.1966	.2933
CNPLEVLE	12.2000	6.1367	-.0191	.0600	.5078

RELIABILITY COEFFICIENTS 5 ITEMS

ALPHA = .4027 STANDARDIZED ITEM ALPHA = .3863

2. RESPECT FOR HIERARCHY AND STATUS - North American Model

Items included in measure:

1.	CNPHERW	Emphasizes equal participation, democratization of work force
2.	CNPBGLM	Develops more egalitarian norms
3.	CNPPEERW	Encourages participation regardless of level
4.	CNPAUTBW	Questions management authority and allow for criticism of management
5.	CNPINPW	Input of staff is given equal consideration regardless of level

		MEAN	STD DEV	CASES
1.	CNPHIERW	3.8590	.8933	78.0
2.	CNPEGALW	3.5385	.9073	78.0
3.	CNPPEERW	3.8590	.8638	78.0
4.	CNPAUTHW	3.6667	.8629	78.0
5.	CNPINPUW	3.9872	.7812	78.0

CORRELATION MATRIX

	CNPHIERW	CNPEGALW	CNPPEERW	CNPAUTHW	CNPINPUW
CNPHIERW	1.0000				
CNPEGALW	.4314	1.0000			
CNPPEERW	.4115	.3633	1.0000		
CNPAUTHW	.2920	.4977	.2672	1.0000	
CNPINPUW	.4999	.3763	.5940	.2633	1.0000

OF CASES = 78.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES		
	18.9103	9.6412	3.1050	5		
ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	3.7821	3.5385	3.9872	.4487	1.1268	.0316
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.7444	.6102	.8232	.2130	1.3490	.0068
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.3997	.2633	.5940	.3306	2.2557	.0114

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CNPHIERW	15.0513	6.3610	.5508	.3302	.7204
CNPEGALW	15.3718	6.2366	.5696	.3622	.7136
CNPPEERW	15.0513	6.4908	.5463	.3860	.7220
CNPAUTHW	15.2436	6.9139	.4369	.2604	.7591
CNPINPUW	14.9231	6.6434	.5929	.4388	.7088

RELIABILITY COEFFICIENTS 5 ITEMS

ALPHA = .7674 STANDARDIZED ITEM ALPHA = .7690

3. RESPECTS THE NEED TO PRESERVE HARMONY AND FACE - Asian Model (H3)

Items Included in Measure:

1. CNTHARME Respects the need to preserve good relations
2. CNTDIRTE Does not emphasize frank communication
3. CNTCONFE Avoids confrontation, direct criticism and conflict
4. CNTPUBLE Deals privately with conflict, publicly with matters of agreement
5. CNTGOBEE Considers the role of go-betweens to be important

		MEAN	STD DEV	CASES
1.	CNTHARME	3.9634	.5743	82.0
2.	CNTDIRTE	2.0000	.9296	82.0
3.	CNTCONFE	2.7195	1.1142	82.0
4.	CNTPUBLE	3.6829	.9146	82.0
5.	CNTGOBEE	3.1341	.9130	82.0

CORRELATION MATRIX

	CNTHARME	CNTDIRTE	CNTCONFE	CNTPUBLE	CNTGOBEE
CNTHARME	1.0000				
CNTDIRTE	.1090	1.0000			
CNTCONFE	.1838	.2384	1.0000		
CNTPUBLE	.4302	.1307	.1297	1.0000	
CNTGOBEE	.1444	.1164	.0010	.1551	1.0000

OF CASES = 82.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES
	15.5000	7.7840	2.7900	5

ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	3.1000	2.0000	3.9634	1.9634	1.9817	.6103
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.9450	.8336	1.2413	.4077	1.4891	.0296
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.1639	.0010	.4302	.4291	415.2114	.0117

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CNPHARM	11.5366	5.2147	.3641	.2086	.3679
CNPDIRTW	13.5000	5.8086	.2480	.0776	.4471
CNTCONFW	12.7805	5.3833	.2242	.0860	.4705
CNTPUBLW	11.8171	5.4353	.3546	.2009	.3795
CNTGOBEW	12.3659	6.2349	.1569	.0428	.5012

RELIABILITY COEFFICIENTS 5 ITEMS

ALPHA = .4912 STANDARDIZED ITEM ALPHA = .4949

4. RESPECTS THE NEED TO PRESERVE HARMONY AND FACE - North American Model

Items Included in Measure:

1. CNPHARMW Encourages open communication/confrontation
2. CNPDIRTW Places importance open, honest and direct communication
3. CNTCONFW Encourages confrontation
4. CNTPUBLW Emphasizes importance of open discussion of matters of disagreement
5. CNTGOBEW Uses go-betweens only as last resort when problems cannot be resolved face to face

	MEAN	STD DEV	CASES
1. CNPHARMW	3.6750	.8682	80.0
2. CNPDIRTW	4.3125	.6674	80.0
3. CNTCONFW	2.4875	.8267	80.0
4. CNTPUBLW	4.0125	.6462	80.0
5. CNTGOBEW	3.7375	.8228	80.0

CORRELATION MATRIX

	CNPHARMW	CNPDIRTW	CNTCONFW	CNTPUBLW	CNTGOBEW
CNPHARMW	1.0000				
CNPDIRTW	.4178	1.0000			
CNTCONFW	.4705	.2940	1.0000		
CNTPUBLW	.3006	.4017	.3202	1.0000	
CNTGOBEW	.1271	.0821	.1347	.3872	1.0000

OF CASES = 80.0

STATISTIC FOR SCALE	MEAN 18.2250	VARIANCE 6.3538	STD DEV 2.5207	# OF VARIABLES 5		
ITEM MEANS	MEAN 3.6450	MINIMUM 2.4875	MAXIMUM 4.3125	RANGE 1.8250	MAX/MIN 1.7337	VARIANCE .4825
ITEM VARIANCES	MEAN .5954	MINIMUM .4176	MAXIMUM .7538	RANGE .3362	MAX/MIN 1.8052	VARIANCE .0234
INTER-ITEM CORRELATIONS	MEAN .2936	MINIMUM .0821	MAXIMUM .4705	RANGE .3883	MAX/MIN 5.7290	VARIANCE .0174

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CNPHARMW	14.5500	3.9215	.4881	.3117	.5774
CNPDIRTW	13.9125	4.6633	.4320	.2679	.6094
CNTCONFW	15.7375	4.1454	.4530	.2591	.5955
CNTPUBLW	14.2125	4.4986	.5245	.3192	.5747
CNTGOBEW	14.4875	4.8100	.2402	.1582	.6957

RELIABILITY COEFFICIENTS 5 ITEMS

ALPHA = .6643 STANDARDIZED ITEM ALPHA = .6751

5. ADOPTS A COLLECTIVE ORIENTATION - Asian Model (H4)

Items Included in Measure:

1. CNCCOLLE Adopts a collective orientation, rather than an individualistic one
2. CNCEVALE Avoids rewarding success solely on an individual basis
3. CNCPROBE Emphasizes finding collective solutions to problems
4. CNCIMPRE Improves performance by focusing on task rather than attitude

		MEAN	STD DEV	CASES
1.	CNCCOLLE	4.0000	.8419	80.0
2.	CNCEVALE	3.1500	1.1035	80.0
3.	CNCPROBE	3.9625	.8026	80.0
4.	CNCIMPRE	3.3875	1.0372	80.0

CORRELATION MATRIX

	CNCCOLLE	CNCEVALE	CNCPROBE	CNCIMPRE
CNCCOLLE	1.0000			
CNCEVALE	.1499	1.0000		
CNCPROBE	.3934	.3209	1.0000	
CNCIMPRE	.0725	.1476	-.0279	1.0000

OF CASES = 80.0

STATISTICS FOR SCALE	MEAN 14.5000	VARIANCE 5.4430	STD DEV 2.3330	# OF VARIABLES 4		
ITEM MEANS	MEAN 3.6250	MINIMUM 3.1500	MAXIMUM 4.0000	RANGE .8500	MAX/MIN 1.2598	VARIANCE .1789
ITEM VARIANCES	MEAN .9116	MINIMUM .6441	MAXIMUM 1.2177	RANGE .5736	MAX/MIN 1.8904	VARIANCE .0778
INTER-ITEM CORRELATIONS	MEAN .1761	MINIMUM -.0279	MAXIMUM .3934	RANGE .4213	MAX/MIN -14.0791	VARIANCE .0222

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CNCCOLLE	10.5000	3.7975	.2855	.1619	.3396
CNCEVALE	11.3500	3.0405	.3079	.1276	.3018
CNCPROBE	10.5375	3.7454	.3391	.2338	.2976
CNCIMPRE	11.1125	3.9492	.1014	.0356	.5236

RELIABILITY COEFFICIENTS 4 ITEMS

ALPHA = .4401 STANDARDIZED ITEM ALPHA = .4608

6. ADOPTS A COLLECTIVE ORIENTATION - North American Model

Items Included in Measure:

1. CNCCOLLW Encourages teamwork, but not at expense of individual initiative
2. CNCEVALW Performance appraisals based on individual performance
3. CNCPROBW Encourages individual problem solving, along with lesser emphasis on team approach
4. CNCIMPRW Encourages individual initiative to identify and solve problems

		MEAN	STD DEV	CASES
1.	CNCCOLLW	4.2222	.5244	81.0
2.	CNCEVALW	3.7037	.9006	81.0
3.	CNCPROBW	3.0370	1.0179	81.0
4.	CNCIMPRW	3.9012	.8156	81.0

CORRELATION MATRIX

	CNCCOLLW	CNCEVALW	CNCPROBW	CNCIMPRW
CNCCOLLW	1.0000			
CNCEVALW	.1676	1.0000		
CNCPROBW	.1483	.2167	1.0000	
CNCIMPRW	.3442	.0618	.3658	1.0000

OF CASES = 81.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES
	14.8642	4.4938	2.1199	4

ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	3.7160	3.0370	4.2222	1.1852	1.3902	.2506
ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.6968	.2750	1.0361	.7611	3.7677	.1024
INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.2174	.0618	.3658	.3041	5.9226	.0127

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CNCCOLIN	10.6420	3.6077	.3068	.1400	.4554
CNCEVALM	11.1605	3.0364	.2059	.0700	.5237
CNCPROBN	11.8272	2.2948	.3771	.1717	.3553
CNCIMPRM	10.9630	2.8361	.3614	.2234	.3776

RELIABILITY COEFFICIENTS 6 ITEMS

ALPHA = .5063 STANDARDIZED ITEM ALPHA = .5263

7. VISIBLE SUPPORT BY POWERFUL STAKEHOLDERS - Asian and North American Models (H5)

- * Intercorrelations and reliability coefficients not calculated as used single item to measure

8. EXTERNAL PRESSURE FOR CHANGE - Asian and North American Models (H6)

- * Intercorrelations and reliability coefficients not calculated as used single item to measure

9. LEADERSHIP OF THE CHANGE PROCESS - NUTURANT TASK STYLE - Asian Model (H7)

Items Included in Measure

1. CLPATRNE Led by individuals who are: paternalisti
2. CLDIRECE Led by individual who: provide clear di
3. CLEXAMPE Led by individuals who set an example
4. CLINVOLV Led by individuals who: encourage(foster
5. CLCREDTE Credibility of change agent due to statu
6. CLPRESSE Depends on motivating staff through peer
7. CLLOYALE Depends on motivating staff through loya

	MEAN	STD DEV	CASES
1. CLPATRNE	2.6000	1.1150	75.0
2. CLDIRECE	4.3600	.6072	75.0
3. CLEXAMPE	4.2133	.7031	75.0
4. CLINVOLV	4.3733	.6319	75.0
5. CLCREDTE	3.5733	.9179	75.0
6. CLPRESSE	3.0800	1.0496	75.0
7. CLLOYALE	3.8267	.9354	75.0

CORRELATION MATRIX

	CLPATRNE	CLDIRECE	CLEXAMPE	CLINVOLV	CLCREDTE
CLPATRNE	1.0000				
CLDIRECE	-.0838	1.0000			
CLEXAMPE	-.1482	.6723	1.0000		
CLINVOLV	.0422	.5960	.6091	1.0000	
CLCREDTE	.2667	.1581	.2476	.1386	1.0000
CLPRESSE	.2587	-.0670	-.0784	-.1679	.3585
CLLOYALE	.2436	.1827	.0775	.1567	.3691

	CLPRESSE	CLLOYALE
CLPRESSE	1.0000	
CLLOYALE	.2896	1.0000

OF CASES = 75.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES
	26.0267	10.8912	3.3002	7

ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	3.7181	2.6000	4.3733	1.7733	1.6821	.4628

ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.7607	.3686	1.2432	.8746	3.3724	.1207

INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.1963	-.1679	.6723	.8402	-4.0043	.0563

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CLPATRNE	23.4267	8.2750	.2140	.1888	.6081
CLDIRECE	21.6667	9.3063	.3283	.5208	.5609
CLEXAMPE	21.8133	9.2079	.2786	.5707	.5705
CLINVOLE	21.6533	9.3106	.3063	.4806	.5652
CLCREDTW	22.4533	7.5214	.5020	.3002	.4849
CLPRESSE	22.9467	8.3485	.2376	.2350	.5930
CLLOYALE	22.2000	7.8108	.4218	.2230	.5164

RELIABILITY COEFFICIENTS 7 ITEMS

ALPHA = .5963 STANDARDIZED ITEM ALPHA = .6309

10. LEADERSHIP OF THE CHANGE PROCESS - North American Model

Items Included in Measure:

1. CPOPENW Uses an open and participative management
2. CPPARTCW Egalitarian approach, stresses participation
3. CLCREDTW Change agent gains credibility with quick
4. CLMOTIVW Motivates staff by emphasis on performance

	MEAN	STD DEV	CASES
1. CPOPENW	4.2078	.6755	77.0
2. CPPARTCW	3.7662	.8720	77.0
3. CLCREDTW	3.6234	.8117	77.0
4. CLMOTIVW	3.9610	.6578	77.0

CORRELATION MATRIX

	CPOPENW	CPPARTCW	CLCREDTW	CLMOTIVW
CPOPENW	1.0000			
CPPARTCW	.5303	1.0000		
CLCREDTW	.1446	.0970	1.0000	
CLMOTIVW	.2258	.1445	.3664	1.0000

OF CASES = 77.0

STATISTICS FOR SCALE	MEAN	VARIANCE	STD DEV	# OF VARIABLES
	15.5584	3.9867	1.9967	4

ITEM MEANS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	3.8896	3.6234	4.2078	.5844	1.1613	.0641

ITEM VARIANCES	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.5771	.4327	.7604	.3278	1.7575	.0253

INTER-ITEM CORRELATIONS	MEAN	MINIMUM	MAXIMUM	RANGE	MAX/MIN	VARIANCE
	.2514	.0970	.5303	.4333	5.4647	.0252

ITEM-TOTAL STATISTICS

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM- TOTAL CORRELATION	SQUARED MULTIPLE CORRELATION	ALPHA IF ITEM DELETED
CPOPENW	11.3506	2.5465	.4564	.3058	.4091
CPPARTCW	11.7922	2.2984	.3509	.2820	.4898
CLCREDTW	11.9351	2.6405	.2605	.1385	.5630
CLMOTIVW	11.5974	2.7963	.3444	.1652	.4939

RELIABILITY COEFFICIENTS 4 ITEMS

ALPHA = .5613 STANDARDIZED ITEM ALPHA = .5733

APPENDIX 7

AN ASSESSMENT OF THE DIFFERENCES BETWEEN RESPONSES OF INDIVIDUALS IN THE PRIVATE AND PUBLIC SECTORS

Analysis of the profile of respondents to the written questionnaires revealed that North American respondents were significantly more likely to be involved in the public sector than the Asian respondents (58% of North American respondents compared with 30% for Asian respondents). Significant differences were found to exist between public sector and private sector individuals for four variables, each of which is discussed below:

1. Effective Change Efforts Avoid Questioning Management Authority
(Public=2.75, Private=2.1842, $t=2.24$, $s=.024$)²

Individuals in the private sector disagreed more strongly with this statement than those in the public sector. Despite the fact that a significantly larger number of Asian respondents are from the private sector, they still showed significantly higher levels of agreement with this statement than North American respondents, which is consistent with the hypothesized model. In the case of this variable, the private sector/public sector difference in the two samples did not adversely affect the research results, as the differences in Asian and North American responses can be attributed to culture.

2. Effective Change Uses an Open, Participatory Management Style
(Public=3.9688, Private=4.3077, $t=-2.13$, $s=.038$)

Private sector individuals showed considerably higher levels of agreement with this statement. This may, in part, explain why Asian respondents, who were primarily from the private sector, showed higher levels of agreement with this statement, contrary to the hypothesized model. In this case it is possible that differences between responses of Asians and North Americans can be attributed to more than just culture. The implications of this are discussed in Section 6.

3. Effective Change Takes an Egalitarian Approach Which Stresses Participation
(Public=3.3871, Private=3.9211, $t=-2.67$, $s=.010$)

Private sector individuals showed considerably higher levels of agreement with this statement. However, there were no significant differences between levels of agreement of the Asian and North American respondents.

² Means ranked on scale of 1 to 5 where 1 = strongly disagree, 5 = strongly agree
t = t value
s = Approximate significance

4. **Managers Should Take Initiative and Do Things on Their Own**
(Public=5.8667, Private=6.3846, $t=-2.25$, $s=.029$)³

Private sector individuals showed considerably higher levels of agreement with this statement. This may partially explain why Asian respondents, who were primarily from the private sector, showed higher levels of agreement with this statement, contrary to the hypothesized model. The implications of this are discussed in Section 6.

³ Means ranked on scale of 1 to 7 with 1 = minimum applicability and 7 = maximum applicability
 t = t value
 s = Approximate significance

APPENDIX 8

INTERVIEW GUIDELINES MANAGEMENT CONSULTANTS AND CHANGE AGENTS

(English and Indonesian Versions)

In the following interview, the approaches to organizational development in the Indonesian context will be examined. The definition of organizational development to be used for the purpose of this research is any activity which is "concerned with the deliberate, reasoned introduction, establishment, reinforcement and spread of change for the purpose of improving organizational effectiveness and health" (Huse, 1989). A change agent is any person who plays a role in the initiation, facilitation, implementation and/or follow-up to the change effort.

Dalam wawancara yang berikut, hal yang teliti adalah proses pengembangan kelembagaan di Indonesia. Definisi "pengembangan kelembagaan" yang akan dipakai dalam penelitian tersebut adalah kegiatan yang memperhatikan pengenalan, pembuatan, penguatan dan penyebaran perubahan lembaga secara sengaja dan sistematis dengan tujuan meningkatkan efektifitas dan kesehatan lembaga tersebut. "Change agent" adalah orang yang berperan dalam permulaan, pemudahan, pelaksanaan dan/atau tindak lanjut perubahan lembaga tersebut.

1. PERSONAL BACKGROUND LATAR BELAKANG PRIBADAI

Length, location and nature of experience in OD field
Pengalaman kerja pengembangan kelembagaan (berapa lama, dimana, seperti apa)

Educational background - Latar belakang pendidikan

Exposure to Western values - Pengalaman di negara barat

Age/Sex - Umur/Jenis kelamin

Primary focus of work (location, economic sector, etc)
Sebagian besar pekerjaannya dalam ranka apa? (dimana, sektor)

Cultural (Ethnic) background - Asal dari mana

2. **GENERAL PERCEPTIONS OF ORGANIZATIONAL CHANGE EFFORTS -
TANGAPAN SECARA UMUM TENTANG PROSES PENGEMBANGAN
KELEMBAGAAN DI INDONESIA (Berdasarkan pengalaman)**

What is the level of awareness of the need/usefulness of organizational development and change amongst organizations Indonesia? What type of firms most often make use of OD?

Bagaimana kesadaran di Indonesia tentang kebutuhan dan kegunaan pengembangan kelembagaan? Lembaga-lembaga seperti apa yang biasanya memakai pengembangan kelembagaan?

What are the main reasons that firms get involved in change efforts? Are firms generally pro-active or re-active in dealing with change? What is the general attitude to change?

Apakah alasan-alasan utama lembaga mencoba pengembangan kelembagaan? Secara umum, apakah lembaga-lembaga mengantisipasi atau menerima perubahan? Bagaimana sikap orang, secara umum, terhadap perubahan?

To what extent do firms use change agents (internal vs external)? What is the role of the change agent? To what extent is credibility important? How do change agents gain credibility?

Sampai sejauh mana lembaga-lembaga memakai "change agent" untuk membantu dengan proses pengembangan kelembagaan? (dari dalam lembaga tersebut atau dari luar) Apakah peran "change agent" tersebut? Sampai sejauh mana "change agent" tersebut perlu "kredibilitas"? Kredibilitas tersebut biasanya tergantung apa?

What do you feel is the best way to "mobilize" the organization for change (ie get the organization ready for change or "trigger" change) ? To what extent do change efforts meet with resistance? How is this resistance best overcome?

Sebaiknya, bagaimana lembaga-lembaga disiapkan untuk menerima perubahan/pengembangan? Sampai sejauh mana usaha pengembangan kelembagaan tidak mau diterima oleh staf lembaga tersebut? Apa sebaiknya dapat dilaksanakan sehingga staff lembaga mau menerima perubahan?

What tactics and techniques are used most often to bring about change in organizations in Indonesia? Which are most effective? Why?

Cara apa yang paling sering dilaksanakan untuk pengembangan kelembagaan di Indonesia? Yang paling efektif, yang mana? Karena apa?

What role do you think open communication and/or confrontation should play in the change process?

Menerut Saudara, peran komunikasi secara terus terang dan/atau konfrontasi sebaiknya bagaimana dalam proses perubahan/pengembangan lembaga?

What do you think is the best way to change the behaviour of the employees? To motivate them? In general, do employees tend to provide suggestions for improvement? Show initiative in trying to solve problems? Are these things desirable (from what perspective)? If so, how should they be encouraged?

Menerut Saudara, untuk merubah kelakuan karyawan sebaiknya bagaimana?

Memotivasikan karyawan? Secara umum, apakah karyawan kasih usulan-usulan untuk memperbaiki lembaga? Punya inisiatif sendiri untuk mengatasi masalah/kesulitan kerja? Apakah inisiatif tersebut diharapkan oleh manajemen?

Jika ya, bagaimana inisiatif tersebut bisa dikembangkan?

Does culture play a role in whether or not a change effort is successful? Please explain. How applicable are North American theories about organization change and development? Why? How do OD practices differ in Indonesia from what you understand to be the case in North America?

Apakah kebudayaan punya peran dalam menentukan apakah proses pengembangan kelembagaan dapat menjadi sukses? Tolong menerangkan. Sampai sejauh mana teori dari Amerika Utara dapat diterapkan di Indonesia? Karena apa? Bagaimana perbedaan antara proses pengembangan kelembagaan di Indonesia dibandingkan dengan proses pengembangan kelembagaan di Amerika Utara, setauh Saudara?

What do you see as the greatest barriers to planned organizational change in the Indonesian context?

Menerut Saudara, apakah hambatan-hambatan yang paling mendesak usaha pengembangan kelembagaan di Indonesia?

How do you define a "successful" organizational change effort?

Menurut Saudara, apakah definisi "sukses" dalam rangka pengembangan kelembagaan?

**3. SPECIFIC EXPERIENCE WITH OD IN THE INDONESIAN CONTEXT'
PENGALAMAN TERTENTU DALAM PENGEMBANGAN KELEMBAGAAN DI
INDONESIA**

Think of a recent case of organizational change which you were involved with, or with which you are familiar.

Memikirkanlah proses pengembangan kelembagaan yang Saudara pernah berperan, atau yang Saudara kenal baik.

What were the main objectives of the change effort? Why was the change effort undertaken? Who or what initiated the change process? How were decisions about the change made?

Apakah tujuan utama dari usaha perubahan/pengembangan lembaga tersebut? Karena apa usaha perubahan/pengembangan tersebut dilakukan? Siapa atau apa berperan dalam permulaan usaha perubahan/pengembangan tersebut? Bagaimana proses keputusan untuk perubahan/pengembangan tersebut?

How was the staff informed about the change process? What was their role in the change process? What were the general attitudes towards the change effort at the start, part way through, and the end?

Bagaimana karyawan diberitahu tentang usaha pengembangan lembaga tersebut? Apakah peran karyawan tersebut? Bagaimana sikap karyawan terhadap usaha pengembangan lembaga waktu usaha tersebut baru mulai, sudah jalan dan sudah selesai?

What were the roles of the Directors, senior and mid-level management in the change effort?

Apakah peran Direksi dan manajemen dalam usaha perubahan/pengembangan lembaga tersebut?

What techniques or tactics were used (please describe)? Why were they chosen? What was the scope of the intervention? (organization-wide or specific department)

Bagaimana cara yang dilaksanakan untuk merubah/mengembangkan lembaga tersebut? Karena apa cara tersebut dapat dipakai? Usaha pengembangan lembaga tersebut dilaksanakan di bidang apa?

Did employees share their views about the change effort? Why? Were efforts made to get employees involved in decision making for the change effort? Do (did) employees display a strong desire to participate more? Why or why not?

Apakah karyawan kasih masukan-masukan tentang usaha pengembangan lembaga tersebut? Karena apa? Apakah diusahakan sehingga karyawan terlibat dalam keputusan-keputusan tentang pengembangannya lembaga? Apakah karyawan ingin berpartisipasi lebih banyak? Karena apa?

What was your role as the change agent? If you had the chance to start from the beginning, what would you change about the change effort and why?

Apakah peran Saudara sebagai "change agent"? Jika usaha pengembangan lembaga tersebut bisa dilaksanakan lagi dari awal, apa Saudara mau melaksanakan dengan cara yang beda dari apa yang sudah dilaksana? Karena apa?

What were the main benefits derived by the organization? What were the main problems/barriers encountered? How were these dealt with?

Apa manfaat utama yang dapat diperoleh lembaga tersebut? Apa kesulitan dan hambatan utama yang dihadapi? Bagaimana dapat diatasi?

What was the approach used to resolve disagreement or conflict? Was this effective? Why or why not?

Pendekatan apa yang digunakan untuk mengatasi perbedaan pendapat dan konflik? Apakah pendekatan tersebut efektif? Karena apa?

Overall, do you feel the change effort was a success? How do you know this? What was the reason for the success/failure?

Secara umum, apakah Saudara merasa bahwa usaha pengembangan lembaga tersebut menjadi sukses? Bagaimana bisa diketahui? Apakah alasan utama usaha tersebut menjadi sukses/tidak menjadi sukses?

Sector of industry, ownership, size and age of the firm? Did they have prior experience with planned change?

Status lembaga, besarnya lembaga, lama berdiri? Lembaga tersebut pernah punya pengalaman dengan usaha pengembangan lembaga sebelumnya?

APPENDIX 9
PROFILE OF RESPONDENTS
INTERVIEW OF CHANGE AGENTS
24 RESPONDENTS (N=24)⁴

CHARACTERISTIC	DISTRIBUTION
1. AGE	33% - 26-35 years 50% - 36-45 years 13% - 46-55 years 4% - Over 55 years
2. SEX	75% - Male 25% - Female
3. EDUCATION LEVEL	25% - Bachelor Degree 67% - Masters Degree 8% - Phd
4. FORMAL MANAGEMENT TRAINING	75% - Yes 21% - No 4% - Missing (1 case)
5. YEARS EXPERIENCE AS CHANGE AGENT	25% - 0 to 5 Years 50% - More than 5 to 10 Years 17% - More than 10 to 15 Years 8% - More than 15 years
6. PRIOR EXPERIENCE	25% - Private Sector Manager 25% - Professional/Technical 16% - Other 13% - Public Sector Manager 8% - Engineer 13% - Missing (3 cases)
7. NATURE OF EXPERIENCE IN OD	29% - Human Resource Management 13% - Strategic Management 8% - General Facilitation of Change 8% - Marketing 4% - Organizational Audit & Research 4% - Financial/Accounting Systems 4% - Technical Advisor 4% - Operations Management 4% - Other 21% - Missing (5 cases)
8. SECTOR OF EXPERIENCE	58% - Private Sector 21% - Government 8% - Government-Owned sector 8% - Non Government Organizations(NGO) 4% - Missing (1 case)
9. ETHNIC BACKGROUND	63% - Indonesian (Pri Bumi) 17% - Chinese Indonesian 21% - Westerners
10. RELIGION	71% - Islam 25% - Christian 4% - Other

⁴ Percentages are rounded to nearest whole number

11. TIME SPENT IN WESTERN COUNTRIES	17% - None 8% - Less than 1 year 33% - 1 to 2 years 4% - More than 2 to 5 years 12% - More than 5 years 25% - Missing or not applicable
12. TIME SPENT IN INDONESIA (ONLY APPLICABLE TO WESTERNERS)	Between 2 and 5 years
12. REASON TO GO ABROAD	13% - Workshops/Seminars 54% - Education 33% - Missing or not applicable
13. ORGANIZATIONAL AFFILIATION	25% - Sulawesi Project (SRDP) 75% - IPPM

APPENDIX 10
GENERAL PERCEPTIONS ABOUT ORGANIZATIONAL CHANGE
AND DEVELOPMENT Interview Questionnaire
24 RESPONDENTS (n=24)⁵

CHARACTERISTICS	FREQUENCY DISTRIBUTIONS
1. LEVEL OF AWARENESS OF OD (N = 23, Missing = 1)	17.4% - High 8.7% - Moderate 26.1% - Low 21.7% - Low but growing 4.3% - Awareness exist, understanding lacking 21.7% - Depends: Organization, level in organization, management sophistication
2. TYPE OF ORGANIZATIONS USING OD (N = 18, Missing = 6)	77.7% - Private sector (Large firms only - 11.1%) 5.6% - Central government 5.6% - Government owned and private sector 5.6% - NGOs 5.6% - Do not know
3. WHY ORGANIZATIONS USE OD (N = 41 ⁶ , Missing = 7)	31.7% - External pressure/competition 17.0% - Growth of business 12.2% - Increase efficiency 9.7% - Profit/funding 7.3% - Overcome recognized problems 7.3% - Staff complaints/turnover 4.8% - Unable to fulfil mandate/objective 9.6% - Other (Initiative of boss, raise status, increase accountability, technical change)
4. PROACTIVE OR REACTIVE TO CHANGE (N = 21, Missing = 3)	33.3% - Reactive only 28.6% - Most reactive, some proactive 14.3% - Most reactive, increasingly proactive 9.5% - Mostly proactive 12.5% - Depends (eg. Management sophistication)
5. GENERAL ATTITUDE TO CHANGE (N = 22, Missing = 2)	54.5% - Resist change (insecure, lack understanding) 18.1% - Reluctant 13.6% - Receptive if benefits individual 4.5% - Ambivalent 4.5% - Go along with boss 4.5% - Receptive if increases capacity
6. USE OF CHANGE AGENTS (N = 24)	50.0% - Occasionally 16.7% - Seldom 16.7% - Often 4.2% - Increasingly being used 4.2% - Essential if want change 4.2% - Hire professional managers (usually family business) 4.2% - Prefer internal change agents
7. ROLE OF CHANGE AGENT (N = 16, Missing = 8)	31.3% - Third party (Avoid internal conflict, overcome vested interests) 31.3% - Facilitator/Trainer 12.5% - Provide expertise 12.5% - Does what boss doesn't have time to do 6.3% - Analyze the situation, recommend options 6.3% - Transmit ideas to an internal "transfer agent"

⁵ Percentages have been rounded to closest whole number. Therefore, percentages may not add to 100 due to rounding.

⁶ Respondents provided more than one response, hence responses are greater than number of cases

8 IMPORTANCE OF CREDIBILITY (N = 23, Missing = 1)	95.6% - Very important 4.3% - Somewhat important
9. HOW CREDIBILITY IS ACHIEVED (N = 47)	23.3% - Education and experience 14.8% - Institutional affiliation 12.7% - Professionalism/Respectability 8.5% - Performance of job 8.5% - Able to build trust, personal relationships 6.4% - Seniority/Maturity 6.4% - Integrity 6.4% - Endorsed by, or related to, Boss 10.5% - Other (Capable, pass subtle tests, skills of use, non threatening approach)
10. MOBILIZING FOR CHANGE (N = 34)	38.1% - Communication (20.5% Develop communication strategy, 11.7% Explain reason for change, 5.9% Inform individuals of direct benefits) 29.3% - Top management endorsement and support 11.6% - Encourage staff participation 8.8% - Move from simple to complex, step by step 11.6% - Other (Create culture which values change, failure, external pressure)
11. OVERCOMING RESISTANCE TO CHANGE (N = 22, Missing = 2)	27.3% - Clarify benefits for individuals 13.6% - Participation 13.6% - Decree/Commitment from top management 13.6% - Intensify communication 9.1% - Take personal, non-threatening approach 9.1% - Move slowly, step by step 13.5% - Other (Provide tangible example of results, minimize negative impact on individuals, political/financial tactics)
12. TECHNIQUES/TACTICS FOR CHANGE (N = 24)	29.2% - Training/Workshops 12.5% - Top down/Decree 12.5% - Top management support 8.3% - Reports/Studies 8.3% - Standard OD techniques (eg. MBO, QCC, Task Forces) 4.2% - Participation 4.2% - Downward communication 4.2% - Build good relationships 4.2% - Informal lobbying 8.4% - Other
13. ROLE OF OPEN COMMUNICATION (N = 23, Missing = 1)	17.4% - Will not work 17.4% - Only if used strategically at certain levels 17.4% - Appropriate approach is required (in accordance with culture) 13.0% - Depends, non-confrontational approach more productive 13.0% - Communication plays big role but should be indirect 13.0% - Needs personal, informal relationship to work 8.6% - Other
14. WAYS TO CHANGE BEHAVIOUR (N = 38)	21.0% - Non threatening, personal approach 21.0% - Incentives/Rewards 10.5% - Tough but fair leadership style (consistent control) 7.9% - Set good example 7.9% - Provide training, resources 7.9% - Depends 5.2% - Provide feedback 18.2% - Other (positive reinforcement, delegation, punishment, performance appraisal, take step-by-step approach)
15 EMPLOYEES MAKE SUGGESTIONS (N = 21, Missing = 3)	9.5% - Never 33.3% - Rarely 33.3% - Occasionally (personally motivated, bound by rules, only if 'dig' for it) 29.2% - Yes (if professionally management organization or if staff is educated and at senior level)

16. EMPLOYEES SHOW INITIATIVE TO SOLVE PROBLEMS (N = 21, Missing = 3)	14.3% - Never 23.8% - Rarely 19.1% - Occasionally 38.1% - Yes (If build goodwill, if seen as boss' initiative, if professional culture, if educated/senior level staff) 4.8% - Other
16. DESIRABILITY OF INPUT (N = 19, Missing = 5)	79.0% - Desirable (if can overcome boss' resistance, depending on how perceived) 15.8% - Culturally inappropriate 5.3% - Only if Boss lets staff down
17. WAYS TO ENCOURAGE INPUT (N = 14, Missing = 10)	35.7% - Create appropriate organizational culture 21.4% - Depends on role of leader 14.3% - Informal, personal approach 14.3% - Not desired 7.1% - Incentives/Rewards 7.1% - Use outside facilitator
18. ROLE OF CULTURE (N = 22, Missing = 2)	95.5% - Very important 4.5% - Depends
19. IMPACT OF CULTURE (N = 21)	28.6% - Have to take non-threatening, informal, personal approach 19.0% - Role of boss greater 14.3% - Form of rewards/incentives varies (eg. status more important than money, dislike linking pay to performance - prefer steady income) 9.5% - Things are not as they appear on surface 9.5% - Group focus (differences not tolerated) 9.5% - Want more systematic 4.8% - Less democratic 4.8% - No difference
20. APPLICABILITY OF WESTERN THEORY (N = 23, Missing = 1)	4.3% - Applicable 69.6% - Applicable with some modification 17.4% - Some theories applicable 8.7% - Not sure
21. BARRIERS TO EFFECTIVE OD (N = 23, Missing)	30.4% - Leaders/Top Mgmt not committed 17.4% - Lack of skill human resources 17.4% - Resistance by individuals (egos, attitudes) 13.0% - Objectives unclear/Poor communication 8.7% - Organizational characteristics 12.9% - Other
22. DEFINITIONS OF SUCCESSFUL CHANGE (N = 38)	28.9% - Increase efficiency, productivity 18.4% - Accepted, supported by recipients 13.1% - Attitude change (eg. increased professionalism) 10.5% - Achieves its objectives 5.2% - HRD/Improve skills 5.2% - Outsiders perceive improvement 18.2% - Other (appropriate, decrease conflict, improve well-being, solve problems, sustainable, organization functions with Boss away)

APPENDIX 11

GENERAL PERCEPTIONS OF OD IN INDONESIA BASED ON INTERVIEWS OF CHANGE AGENTS

The following overview of the current state of organizational development in Indonesia is based upon responses of the 24 change agents interviewed. Although they were asked specifically about the Indonesian context, there is some evidence that the responses may be more broadly applicable to the Asian context. Responses to questions about the general nature of organizational change and development are summarized in table form in Appendix 11.

Use of Organizational Development

There were differing perceptions about the level of awareness of OD in Indonesia. Generally, the level of awareness was felt to be low, as indicated by 69.5% of respondents, with some indication that the level was growing, (21.7% of respondents), or contingent upon the degree of management sophistication in individual organizations, (21.7%). There is a high level of awareness that management problems exist and need to be addressed. Unfortunately, respondents felt most organizations are unaware of what can be done about these problems.

Organizations appear to be largely re-active rather than pro-active to change (according to 76.2% of respondents), which is consistent with the findings by Putti (1989) regarding OD in Asia, where "the main problem seems to be one of coping with change that has already occurred rather than planning for it in the future" (pg 262). Private sector firms were the most likely to make use of OD (as indicated by 77.7%), in particular large firms. Family run businesses, least likely in the past to undertake OD, have begun to turn to OD in an effort to cope with rapid growth and increasing competition. Putti (1989) found that none of the Singaporean firms which he had identified as using OD were family owned. Although some government owned companies have begun to use OD, the awareness and use of these techniques by the government is very low and appears limited to more sophisticated government agencies (such as Ministry of Administrative Reform).

The three most often cited reasons for using OD include external pressure (31.7%), business growth (17%), and a desire to increase efficiency (12.2%). Several respondents indicated that OD techniques were often used to develop more sophisticated and "professional" management in an effort to increase the status and credibility of the organization. These findings differ slightly from Putti's (1989) with respect to why Singaporean organizations introduced change. In Singapore greater efficiency and effectiveness (31%) seems to play a larger role than external pressures and new challenges/threats (29%) which is the opposite of the Indonesian situation. This may reflect the different stages of the development and levels of management sophistication in the two countries. Whereas Singapore has long been open to foreign investment and international competition, Indonesia's economy has only recently begun to open up resulting in rapid economic growth which companies are still learning to cope with.

Change Agents

Although external change agents are used occasionally (according to 50% of the respondents), reference was also made to the practice of hiring "professional" (ie. well educated and experienced) managers to act as internal change agents. This approach appears consistent with comments about the role played by change agents. A third of respondents indicated the primary role of change agents is that of a neutral third party, helping to minimize internal conflict and overcome vested interests by making the difficult decisions (such as firing staff) considered to be culturally inappropriate. The implications of these observations for the hypothesized model of organizational change is discussed in more detail in Section 6.

Other roles of the change agent included acting as facilitator/trainer (31.3%), providing expertise (12.5%) and doing what the "boss" didn't have time to do (12.5%). Change agent credibility appears to be very important (as indicated by 95.6% of respondents) and is usually based on the change agents education and experience (23.3%), institutional affiliation (14.8%), and professionalism/respectability (12.7%). According to Golembiewski (1990, pg 50) "local cultures will influence, if not determine, how an intervenor gains credibility".

Nature of Effective Change Efforts

Three common themes run through respondents' answers to questions about effective approaches to change in the Indonesian context:

1. The importance of commitment and visible support from senior management;
2. The role of personal, informal communication; and,
3. The need to consider the impact of change on individuals.

APPENDIX 12 **CHARACTERISTICS OF RECENT CHANGE EFFORTS**

Interview Questionnaire
24 Respondents (N=24)⁷

	FREQUENCY DISTRIBUTION
1. OBJECTIVE OF CHANGE EFFORT (N = 23, 1 = Missing)	21.7% - Increase productivity/profitability 17.4% - Clarify roles and responsibilities 17.4% - Improve quality of outputs 17.4% - HRD/HRM 8.7% - Increase technical capacity 8.7% - Increase professionalism 4.3% - Other
2. REASON CHANGE UNDERTAKEN (N = 22, Missing = 2)	27.3% - Inefficient use of resources 18.2% - Roles unclear 13.6% - Not fulfilling mandate 13.6% - External pressure 9.1% - Poor HRM 9.1% - Problems 9.1% - Other
3. INITIATOR OF CHANGE (N = 23, Missing = 1)	30.4% - Senior Managers 26.1% - Directors/Top Management 17.4% - External Advisor 13.0% - Funding agency 8.7% - Owner 4.3% - Personnel Director
4. DECISION MAKING PROCESS (N = 19, Missing = 5)	52.6% - Top down by Boss 15.8% - Consultative process 15.8% - Decreed by external stakeholders 10.5% - Task Force 5.3% - Informal lobbying
5. COMMUNICATION WITH STAFF (N = 19, Missing = 5)	26.3% - Meeting 15.8% - Discussed at different levels 15.8% - Issued regulations 15.8% - Workshop/Training 15.8% - Informal discussion 10.2% - Memo
6. ROLE OF STAFF (N = 22, Missing = 2)	40.9% - Recipients only 36.4% - Some participation (not in decisions) 13.6% - Participated in some decisions 4.5% - No clear role 4.5% - Given option to participate
7. ATTITUDES OF STAFF (N = 20, Missing = 4)	20.0% - Resisted throughout 20.0% - Gradual acceptance 20.0% - Fully supportive 20.0% - Mixed 15.0% - Initially receptive, then resisted 5.0% - Supportive due to financial incentive

⁷ Percentages are rounded to nearest whole number and, therefore, may not add up to 100.

8. ROLE OF DIRECTORS/SENIOR MGMT (N = 18, Missing = 6)	33.3% - Approved, indirectly involved 22.2% - Initiated change 16.7% - Provided instruction 16.7% - Supported process 11.1% - Provided political will
9. TACTICS AND TECHNIQUES (N = 36)	25.0% - Training 22.2% - Needs analysis 11.1% - Participatory Approach 8.3% - Technical assistance from outside 8.3% - Workshop/Meetings 5.5% - Decree 5.5% - Staff rotation/firing 14.0% - Other (workplanning, mentoring, change culture, T Groups, meta analysis)
10. SCOPE OF CHANGE EFFORT (N = 23, Missing = 1)	69.6% - Organization wide 21.7% - Specific Branch 8.7% - Specific Department
11. SHARING OF VIEWS BY STAFF (N = 22, Missing = 2)	22.7% - Yes, openly 9.1% - Some 18.2% - No 50.0% - Contingent on circumstance (Only if: boss absent, directly affected, senior level, time available)
12. ENCOURAGING STAFF PARTICIPATION (N = 16, Missing = 8)	25.0% - Workshops/meetings 12.5% - Involve in change design 12.5% - Informal discussion 6.3% - Only at peer level 6.3% - Anonymous input 6.3% - Delegate 6.3% - Establish feedback mechanism 25.0% - Not done
13. ROLE OF CHANGE AGENT (N = 20, Missing = 4)	30.0% - Facilitator 25.0% - Prepared 'product' (systems, processes) 20.0% - Made recommendations only 10.0% - Initiator 5.0% - Act as neutral third party 5.0% - Motivator 5.0% - Acted as manager (made hard decisions)
14. ALTERNATIVE APPROACHES (N = 16, Missing = 8)	18.8% - No changes needed 18.8% - Take place sooner 18.8% - More participative 18.8% - (Not specified) 6.3% - Less sophisticated 6.3% - Avoid external pressure 6.3% - More commitment from senior mgmt 6.3% - Other
15. MAIN BENEFITS DERIVED (N = 29)	17.2% - Increase status/credibility 17.2% - Meet external needs/demands 10.3% - Role clarity 10.3% - Aware of importance of OD/change 10.3% - No benefit yet 6.9% - Improved problem solving 6.9% - Improved skills 20.4% - Other

16. BARRIERS/PROBLEMS ENCOUNTERED (N = 20)	30.0% - Lack of top management commitment 20.0% - Lack of HR capacity 15.0% - Lack of staff commitment 10.0% - Incentive system not reflective of change 10.0% - Lack control over decision making 15.0% - Other (Human factor not considered, timing, external regulations)
17. SOLUTION (N = 13, Missing = 11)	30.8% - Consultative approach 30.8% - Difficult/Not solved 7.7% - Informal/personal approach 7.7% - Negotiation 7.7% - Participation 7.7% - Step by step 7.7% - Other
18. RESOLUTION OF CONFLICT (N = 21, Missing = 3)	33.3% - Go-between/Informal lobbying 23.8% - Negotiation 9.5% - Open discussion/meetings 9.5% - Boss decides 9.5% - No conflict 14.4% - Other (consensus, anonymous input, focus on task)
19. OUTCOME OF CHANGE EFFORT (N = 22, Missing = 2)	36.4% - Success 18.2% - Limited success only 36.4% - Not able to tell yet 9.1% - Failure
20. INDICATORS OF SUCCESS (N = 11, Missing = 13)	36.4% - Organization producing required outputs 18.2% - Staff talked about achievement 18.2% - Change accepted 18.2% - Adopted recommendations 9.1% - Increased cost effectiveness
21. REASONS FOR OUTCOME (N = 14)	28.5% - Useful, practical tool introduced 21.4% - Decreed from above 14.2% - People receptive 14.2% - Informal lobbying/consultation 7.1% - Credibility(of change agent) 7.1% - Good participation 7.1% - Good facilitation
CONTROL VARIABLES	
22. STATUS OF COMPANY (N = 23, Missing = 1)	39.1% - Government owned company 26.1% - Private company 21.7% - Government 13.0% - Other
23. ASSETS OF COMPANY (N = 21, Missing = 3)	9.5% - Less than \$1 million 47.6% - Between \$ 1- 14.5 million 42.9% - More than \$14.5 million
24. NUMBER OF STAFF (N = 23, Missing = 1)	21.7% - Less than 100 34.8% - Between 100-1000 43.5% - More than 1000

26. TYPE OF BUSINESS (N = 23, Missing = 1)	4.3% - Manufacturing 8.7% - Trade 30.4% - Services 4.3% - Manufacturing and Trade 8.7% - Manufacturing, Trade and Services 43.5% - Other
27. AGE OF COMPANY (N = 21, Missing = 3)	9.5% - Less than 5 years 28.6% - Between 5 - 10 years 61.9% - More than 10 years
28. PRIOR EXPERIENCE WITH CHANGE (N = 19, Missing = 5)	10.5% - Yes 36.8% - Limited 47.4% - No 5.3% - Don't know

APPENDIX 13

DIFFERENCES IN NORTH AMERICAN AND ASIAN CHANGE AGENTS' RESPONSES TO INTERVIEW QUESTIONS

An attempt was made to determine if there was any association between individual respondents' characteristics (in particular, nationality, culture, and length of time spent in the West, if any), and their general perceptions about OD and change in Asia. Statistical methods used included the correlation coefficient and lambda. Although there were some statistical indications of association between a small number of variables, a decision was made to use only qualitative analysis of the interview data when it was found that more than 20% of the cells in the crosstab tables had an expected frequency of less than 5, and in some cases cells had expected frequencies of less than 1. This unfortunately made the statistics arrived at very difficult to justify. However, a qualitative analysis of the crosstabulation data allowed some interesting observations to be made with respect to apparent relationships between respondent characteristics and perceptions of OD in Asia, as follows:

Why organizations use OD

There appears to be a fairly strong degree of association between cultures (North American versus Asian) and why organizations use OD. North American respondents (who comprised 5 of the 24 change agents interviewed) tend to indicate reasons for using OD as an inability to fulfil mandate/objectives, or desire to increase profits/profitability. Asian respondents tended to cite external pressures (external factors were cited in 12 instances by Asian respondents, as opposed to only once by a western respondent), visible problems (eg. complaints/turnover) and initiative of boss as reasons for undertaking OD. The implications of this for the hypothesized model of OD are discussed in Section 6.

Ways to overcome resistance to change

Asian responses to the question "how is resistance to change overcome?" vary somewhat from their western colleagues. Asians emphasized very "individualized" approaches, which stressed how change impacted/benefitted individual staff and taking a "personal" approach. On the other hand, westerners talked about the need to provide tangible examples of the results and use political or monetary means to overcome resistance. The role of top management and intensified communication in overcoming resistance were mentioned by both North Americans and Asians, but far less frequently by Asians than more individualized approaches. The implications of this observation for the hypothesized model of change are discussed in Section 6.

Extent employees take initiative to solve problems

There appears to be a difference between the way North American and Asian respondents perceive the extent employees take initiative to solve problems. While three of five North American interviewees indicated employees "never" took initiative, no Asian interviewees noted this. However, five of the sixteen Asian interviewees indicated initiative was "rare". Asian respondents tended to qualify their answers; more than half indicated that employees would take initiative if they were sufficiently senior, or under certain circumstances, such as the existence of good personal relationships, a

"professional" organization structure. There are several possible explanations for the difference, including:

1. North American respondents, despite the fact that they have lived in Indonesia between 2-5 years, may be comparing Asian staff initiative with the initiative of employees in the West. "Initiative" in the Asian context may take a more subtle form, than it does in the West.
2. North American respondents may be less aware than "outsiders" of the various factors which need to be present before Asian employees will show initiative.
3. Asian respondents may be more reluctant than their western colleagues to frankly express opinions that may be perceived as casting Indonesia and Asian employees in a negative light.

Encouraging greater employee input

In light of the above discussion, it is interesting to note that Asian and North American interviewees appeared to have slightly different perceptions regarding ways to encourage greater employee participation. Fifty percent of Asians indicated that the role of the leader in encouraging input was crucial (for example in taking a more informal, personal approach), whereas this was not mentioned as an alternative by the North Americans. Incentives/rewards as a means to encourage input was only mentioned by one respondent, an Asian. Creating an appropriate organizational culture was also something stressed by Asians, and was also mentioned by one North American. Other points mentioned by western respondents but not by Asians were; to use an outside facilitator in the boss's absence, and, that greater input was not desired and hence no means of encouragement are necessary.

APPENDIX 14
CHARACTERISTICS OF RECENT CHANGE EFFORTS BY
DEGREE OF SUCCESS
Interview Questionnaire
24 Respondents (N=24)^a

<u>CHARACTERISTICS</u>	DEGREE OF SUCCESS			
	SUCCESSFUL	LIMITED SUCCESS	NOT YET ABLE TO TELL	FAILURE
NATURE OF CHANGE EFFORT				
Role of Staff (N=21)	1 - Recipients only 4 - Some participation 2 - Participated in decisions 1 - Option to participate	1 - Recipients only 2 - Some participation	4 - Recipients only 2 - Some participation 1 - Participated in decisions 1 - No clear role	2 - Recipients only
Attitude of Staff (N=19)	1 - Gradual acceptance 1 - Initially resisted, then fully supportive 2 - Fully supportive 1 - Mixed 2 - Initially receptive, then resisted	1 - Gradual acceptance 2 - Fully supportive	1 - Resisted throughout 2 - Gradual acceptance 2 - Mixed 1 - Supportive due to financial incentive 1 - Initially receptive, then resisted	2 - Resisted throughout
Sharing of Views by Staff (N=21)	3 - Openly 1 - Not at all 1 - Only if boss absent 1 - Only if directly affected 2 - Only if Senior Mgmt	1 - Not at all 1 - Some 1 - Only if boss absent	2 - Openly 1 - Not at all 1 - Only if boss absent 1 - Only if directly affected 2 - Only if Senior Mgmt 1 - Only if time available	1 - Not at all 1 - Some
Encouraging Staff Participation	1 - Not done 1 - At peer level only 1 - Anonymous input 1 - Workshop/meeting 1 - Involved in change design 2 - Informal discussion	1 - Not done 1 - Workshop/meeting 1 - Delegation	1 - Not done 2 - Workshop/meeting 1 - Involve in change design 1 - Established feedback mechanism	1 - Not done
Alternative Approaches (N=16)	1 - Less sophisticated 1 - Takes place sooner 3 - No changes needed 1 - More commitment from Senior Mgmt 1 - More participative	2 - Takes place sooner	1 - Avoid external pressures 1 - Focus more on client needs 2 - (Not specified) 1 - More participative	1 - Not specified 1 - More participative
Benefits of Change Effort (N=29) ^b	1 - Able to see 'big picture' 3 - Role clarity 3 - Increase status/credibility 2 - Meet client needs 1 - Cost savings 1 - Modernization 1 - Improved skills	1 - More receptive to change 1 - Meet client needs 1 - Improved problem solving 1 - More innovative culture 1 - Aware of importance of change/OD 1 - Increase status/credibility 1 - Improved skills 1 - Increased competitiveness	2 - Aware of importance of Change/OD 2 - Meet external needs 1 - No benefit yet 1 - Increase status/credibility 1 - Improved problem solving	2 - No benefit yet

^a Number of cases are indicated. Many not add up to 24 due to missing responses. In some cases is greater than 24 due to multiple responses

^b This value is greater than the number of respondents because, in some case, more than one response was provided

CHARACTERISTICS	DEGREE OF SUCCESS			
	SUCCESSFUL	LIMITED SUCCESS	NOT YET ABLE TO TELL	FAILURE
Barriers/Problems Encountered (N=20)	3 - Lack of top mgmt commitment 1 - Lack of HR capacity 1 - Incentives do not reflect changes 1 - Staff not committed	2 - Lack of top mgmt commitment 1 - Timing of change 1 - Lack of HR capacity	2 - Lack of staff commitment 1 - Incentives do not reflect change 2 - Lack control over decisions (made externally) 1 - Lack of HR capacity 1 - External regulations 1 - Human factor not considered	1 - Human factor not considered 1 - Lack of HR capacity
Solutions (N=13)	2 - Consultations 1 - Participatory approach 1 - Difficult/Not solved 1 - Refer to Mgmt Theory	1 - Consultations	1 - Informal/personal approach 1 - Consultations 1 - Negotiation/bargaining 1 - Difficult/Not solved 1 - Step by step (slowly)	2 - Difficult/Not solved
Resolution of Conflict (N=20)	1 - No conflict 1 - Negotiation 1 - Anonymous input 2 - Open discussion/ meetings 2 - Go-between/Informal Lobbying	1 - No conflict 1 - Negotiation 1 - Boss decides 1 - Go-between/Informal lobbying	2 - Negotiation 1 - Consensus 1 - Focus on Task 3 - Go-between/Informal lobbying	1 - Boss decides 1 - Go-between/Informal lobbying
PRE-CONDITIONS FOR CHANGE				
Objective of Change (N=22)	3 - Clarify Roles 2 - Improve output quality 1 - Increase tech. capacity 2 - HRD/HRM	1 - Increase tech. capacity 1 - HRD/HRM 2 - Increase productivity, profitability	1 - Clarify roles 2 - Improve output quality 1 - Capacity building 2 - Increase productivity, profitability 2 - Increase professionalism	1 - Improve group dynamics 1 - Increase productivity, profitability
Reason for Undertaking (N=21)	1 - Gap between Sr. & Jr. staff 3 - Inefficient use of resources 2 - Roles unclear (Cannot work with boss absent) 1 - External pressure 1 - Poor HRM	1 - Inefficient use of resources 2 - Not fulfilling mandate 1 - Poor HRM	2 - Inefficient use of resources 2 - Roles unclear (Cannot work if boss absent) 1 - Not fulfilling mandate 2 - External pressure 1 - Expansion	1 - Problems
Initiator of Change (N=22)	1 - Director/Top Mgmt 4 - Senior Mgmt 1 - External Advisor 1 - Funding Agency 1 - Personnel Director	1 - Owner 1 - Director/Top Mgmt 2 - External Advisor	1 - Owner 1 - Director/Top Mgmt 2 - Senior Mgmt 1 - External Advisor 2 - Funding Agency	1 - Director/Top Mgmt 1 - Senior Mgmt
Decision Making Process (for change) (N=18)	2 - Top Down (Sr. Mgmt) 1 - Consultative Process 1 - Decided by external stakeholders 1 - Informal Lobbying 1 - Task Force	2 - Top Down (Sr. Mgmt) 1 - Task Force	3 - Top Down (Sr. Mgmt) 2 - Consultative Process 2 - Decided by external stakeholders	2 - Top Down (Sr. Mgmt)
Communication with Staff (N=18)	2 - Discussion at different levels 1 - Issue regulations 1 - Workshop/Training 1 - Meeting 2 - Informal, personal approach	1 - Memo 1 - Workshop/Training	1 - Memo 1 - Issue regulations 1 - Workshop/Training 3 - Meeting 1 - Informal, personal approach	1 - Discussion at different levels 1 - Issue regulations
LEADER'SHIP OF THE CHANGE EFFORT				
Role of Directors/ Senior Management (N=17)	2 - Approved, indirect involvement 2 - Initiated 1 - Provided instructions	1 - Approved, indirect involvement 1 - Provided political will 1 - Supported process	2 - Approved, indirectly involved 1 - Initiated 1 - Provided political will 1 - Provided instructions 2 - Supported process	1 - Approved, indirectly involved 1 - Provided instructions

CHARACTERISTICS	DEGREE OF SUCCESS			
	SUCCESSFUL	LIMITED SUCCESS	NOT YET ABLE TO TELL	FAILURE
Role of the Change Agent (N=19)	2 - Initiator 1 - Facilitator 1 - Recommend only 1 - Motivator 3 - Prepared 'product' (systems, processes)	1 - Facilitator 2 - Recommend Only 1 - Act as Manager (Make hard decisions)	3 - Facilitator 1 - Recommend Only 2 - Prepared 'product' (systems, processes)	1 - Facilitator
TACTICS AND TECHNIQUES				
TACTICS AND TECHNIQUES (N=36) ¹⁰	1 - Workplanning Exercise 1 - Meta Analysis 4 - Training 1 - Technical Assistance 3 - Participation of Staff 2 - Needs Analysis 1 - Staff Rotation/Firing	1 - Training 1 - Technical Assistance 1 - Workshops/Seminars 1 - Mentoring 2 - Needs Analysis 1 - Organization Culture	1 - Decree from above 2 - Training 1 - Technical Assistance 2 - Workshops/Seminars 1 - Participation of Staff 1 - Needs Analysis	1 - Decree from above 1 - Staff Rotation/Firing 1 - T Groups
CONTROL VARIABLES				
SCOPE OF INTERVENTION (N=22)	4 - Organization-wide 3 - Specific branch 1 - Specific department	3 - Organization-wide 1 - Specific branch	6 - Organization-wide 1 - Specific branch 1 - Specific department	2 - Organization-wide
STATUS OF COMPANY (N=22)	1 - NGO 3 - Government Owned 1 - Private company 2 - Government 1 - Other	2 - Government owned 1 - Indonesian company 1 - Government	3 - Government owned 2 - Private company 2 - Government 1 - Other	2 - Private company
NUMBER OF STAFF (N=22)	2 - Less than 100 3 - 100 - 1000 3 - More than 1000	2 - Less than 100 2 - More than 1000	1 - Less than 100 4 - 100 to 1000 3 - More than 1000	1 - 100 to 1000 1 - More than 1000
PRIOR EXPERIENCE WITH CHANGE (N=18)	1 - Yes 2 - No 3 - Limited	3 - No 1 - Limited	1 - Yes 4 - No 3 - Limited	
SUCCESS OF CHANGE EFFORT (N=22)	8 CASES (36.4%)	4 CASES (16.7%)	8 CASES (36.4%)	2 CASES (9.1%)

¹⁰ Some respondents indicated more than one technique was used, so N is greater than 24.

APPENDIX 15

SIMILARITIES AND DIFFERENCES BETWEEN NORTH AMERICAN AND ASIAN RESPONDENTS' DESIRED DIRECTION AND MAGNITUDE OF CHANGE

An examination of the data revealed a number of interesting findings, particularly with respect to the similarities and differences between the North American and Asian responses:

Existing States

Very few significant differences existed between Asian and North American respondents with respect to the extent to which a number of characteristics were present in their organizations. Significant differences were indicated for only 4 out of 21 organizational characteristics, as follows:

- * Establishing and meeting deadlines is expected
Asian respondents indicated that significantly less of this characteristic was present in their organizations than North American respondents (A=4.000, NA=5.000, $t=2.74$, $s=.066$)¹¹
- * Little questioning of authority of superiors by their subordinates
According to Asian respondents, significantly less of this characteristic is present in their organizations than that of the North American respondents (A=3.4255, NA=4.4194, $t=2.55$, $s=.013$)
- * Job security is provided for employees
Asians indicated a significantly higher level of this characteristic is present in their organizations (A=4.8696, NA=4.1613, $t=-1.82$, $s=.074$)
- * Individuals in work groups tend to place more importance on working together than striving for individual recognition
Asians organizations display significantly more of this characteristic than North Americans, according to respondents (A=4.2979, NA=3.5806, $t=-2.03$, $s=.047$)

Desired States

Significant differences existed between the North American and Asian desired states in 16 out of 21 organizational characteristics. The largest differences between the North American and Asian "should be" states existed for the following characteristics: (In each case, Asian respondents felt that a significantly greater degree of each characteristic should exist in their organization than the North American respondents)

- * Company provides job security for employees

¹¹ The abbreviations are as follows: A = Asian; NA = North American; t = T Test; S = Approximate Significance

(A = 6.1957, NA = 4.7879, t = -5.16, s = 0.0000)

- * Managers make decisions without consulting subordinates
(A = 4.9149, NA = 3.4848, t = -4.50, s = 0.000)
- * Policies and procedures are followed
(A = 6.1702, NA = 4.8750, t = -5.07, s = 0.000)
- * Managers socialize with subordinates after work
(A = 5, NA = 4, t = -3.45, s = 0.001)

In general, Asian respondents indicate much higher desired or "should be" states than their North American counterparts, particularly regarding the degree of structure/formalization, security/stability and co-operation in organizations. The implications of this finding for the nature of change in the Asian versus the North American context is further discussed in Section 6.

Differences between Existing and Desired States

An examination of the differences between the existing and desired states, reveals that, in general, the magnitude of change desired is much greater for the Asian respondents than for the North American respondents. In the following table, the biggest changes (as determined by the size of the difference between existing and "should be" states) desired by the Asian and North American respondents are listed in order of magnitude.

TABLE A
MOST SIGNIFICANT ORGANIZATIONAL CHANGES DESIRED
NORTH AMERICAN AND ASIAN RESPONDENTS

ASIAN RESPONDENTS	NORTH AMERICAN RESPONDENTS
Work objectives are clearly communicated to employees (2.6975) ¹²	Employees are given feedback about their work performance (2.3108)
Employees are given feedback about their work performance (2.625)	Work objectives are clearly communicated to employees (2.0039)
Employees are motivated to improve their work performance (2.5417)	Employees are motivated to improve their work performance (1.9619)
Work objectives are made explicit (2.5532)	Employees are rewarded based on their accomplishments rather than seniority (1.8622)
Job duties are described by clear written procedures (2.4166)	Work objectives are made explicit (1.8563)

¹² Numbers indicate difference between existing and desired states

There is a high degree of correlation between the areas in which North American and Asian respondents would most like to see change. The two areas requiring the greatest change are related to communication, followed by improving motivation of staff. Having clear work objectives was also indicated as requiring significant change by both groups. Despite the fact that these characteristics are ranked similarly for the two groups as requiring the greatest change, the magnitude of change desired for Asians is greater, particularly with respect to clarification and communication of work objectives.

Unlike the Asian respondents, however, the North Americans did not desire a significant increase in the extent to which job duties are described by clear written procedures. Both Asians and North American desired a significant increase in the extent to which employees are rewarded on the basis of performance.

An examination of the areas where the smallest degree of change is desired also reveals a high degree of correlation. Both groups felt the most satisfied (ie. the least amount of change was required) in the amount of respect which is given to one's position in the organization.

Differences in Magnitude and Direction of Desired Change

The biggest differences between the North American and Asian desired magnitude and direction of change involved the following characteristics:

- * Managers make decisions without consulting subordinates
Asian respondents indicated a desire to slightly increase this characteristic, whereas North American managers indicated that a significant decrease would be desirable.
- * Little questioning by subordinates of the authority of their superiors
Asian respondents indicated a desire to slightly increase this characteristic, whereas North American managers indicated that a significant decrease would be desirable.

Although the differences in magnitude were not great, Asians and North Americans also showed a different direction of preferred change with respect to the following characteristics:

- * Respect is given to one's position in the organization
Asians indicated that a slight decrease in this characteristic would be desirable, whereas North Americans indicated a slight increase.
- * Employees work in the organization a long time
Asians desired a slight increase in this characteristics, North Americans a slight decrease.

APPENDIX 16

AN ALTERNATIVE METHOD OF INTERPRETING
THE DISCRIMINANT FUNCTION

The following discussion outlines the results of an alternative method of analyzing and interpreting the discriminant function which was not available at the time of the original analysis. The method developed by Thomas (1992) involves the calculation of discriminant function coefficients to aid in the identification of the subset of variables which substantially contribute to discrimination between groups. The discriminant ratio coefficients provide a means of measuring the relative importance of individual response variables.

In accordance with the approach used by Thomas (1992), parallel discriminant ratio coefficients are calculated below for each of the response variables by multiplying the standardized discriminant function coefficient (SDFC) and the structure coefficient (SC) for each variable. The parallel discriminant ratio coefficient (PDRC) measures the contribution of an individual response variable to the discriminant function. The larger the PDRC, the greater its importance to the between group discrimination.

Variable Name	SDFC	SC	PDRC (SDFC x SC)
1. CNPPEERE	0.56433	0.24071	0.1358
2. CNPAUTHE	0.85190	0.10635	0.0906
3. CNTHARME	0.31966	0.18710	0.0598
4. CNTDIRTE	0.37314	0.14451	0.05392
5. CNTGOBEE	0.59988	0.03753	0.022513
6. CNCCOLLE	0.47942	0.13623	0.06531
7. CLEXAMPE	0.80123	0.13994	0.11212
8. CLCREDTE	0.28941	0.08020	0.02321
9. CLPRESSE	0.49840	0.24707	0.12314
10. CNPHIERW	0.79813	0.12323	0.09835
11. CNPEGALW	0.47991	0.08026	0.03852
12. CNPHARMW	0.59837	0.13280	0.07946
13. CNTCONFW	0.32475	0.04122	0.13386

Variable Name	SDFC	SC	PDRC (SDFC x SC)
14. CNTPUBLW	0.72719	0.00665	0.0048358
15. CNCCOLLW	0.40918	0.01397	0.005715
16. CNCEVALW	0.43817	0.18297	0.08017
17. CPINTERW	0.63827	0.14292	0.09122
18. CLMOTIVW	0.78697	0.22360	0.17596

The response variables with the highest values are shown in order in the following table, together with an indication of whether or not they were identified as being important in the initial analysis, as well as the hypothesis they support.

Finding	Explanatory Cultural Variable	Initial Analysis
1. Motivation of staff by emphasis on performance (Asian preference) CLMOTIVW	Desire for more professional management practices ¹³	6th most important
2. Participation of staff at peer level only (Asian preference) CNPPEERE	Respect for Hierarchy (H2)	3rd most important
3. Motivation of staff through peer pressure (Asian preference) CLPRESSE	Collective Orientation (H4)	1st most important
4. Leadership by individual who set an example (North American preference) CLEXAMPE	Leadership (H7)	Not identified
5. Emphasis on participation at all levels (Asian preference) CNPHIERW	Respect for Hierarchy (H2)	Not identified
6. Change efforts more effective if result of external pressure (Asian preference) CPINTERW	External pressure (H6)	Not identified

¹³ This is not a cultural attribute, although desire for more professional management may help to explain the strong desire by Asian respondents to motivate/reward staff by emphasizing performance.

An examination of the above table reveals several differences, as well as similarities, between the findings of the initial analysis and this analysis. There is considerable similarity between the three most important variables identified in this analysis and those in the original analysis:

1. **Motivation of staff by emphasis on performance**, considered by Asians to be very important, does not appear to directly reflect underlying values, as much as it reflects a stated desire by Asian managers to adopt more professional management practices. This variable was also identified as being important in the initial analysis.
2. **Participation at a peer level only** was found to be the second most important dimension associated with predicting culture in this analysis, whereas it had originally been identified as third most important. That Asian respondents did not show strong disagreement with this is consistent with a more hierarchical culture.
3. **Peer pressure as a means to motivate staff** appears to be consistent with the more collective orientation of Asian cultures. That this was indicated as a style to be used by leaders when motivating staff reflects the emphasis on personal relationships and the central role these play. This variable was identified as being the most important in the original analysis.

There was less similarity, however, between the next three most important variables and three of the variables identified in the original analysis as being important. This analysis did not identify the following variables as being as important as was indicated in the initial analysis:

- * Paternalistic leadership style (Asian preference)
- * Involves all level of staff in the change process (North American preference)
- * Conflict is best dealt with privately (Asian preference).

For the most part, however, the findings of this analysis support the research hypotheses in much the same way as the original analysis with the exception of H3 (the need to preserve harmony and face). None of the response variables identified as most important appear to support this particular hypothesis, indicating, perhaps, that this value does not play as strong a role in distinguishing between groups as the other underlying cultural values. On the other hand, one of the important variables identified in this analysis supports H6, (that change efforts are more effective if they come about as a result of external pressure), which was not supported by the original analysis of the discriminant function.

It appears that the method advocated by Thomas (1992) to interpret the discriminant function is a very effective means of determining which response variables are important in discriminating between groups, and should be used as the basis of any further analysis.

END

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