CHAPTER 4

ANALYSIS AND DISCUSSION OF DATA IN AND BETWEEN CATEGORIES

1   INTRODUCTION

Dey (1993, p. 128) remarks "that one of the most powerful injunctions of qualitative analysis is that data should be analysed in context". This is the reason for organising and discussing the data in terms of themes or categories for each participant individually (in chapter 3). This provides the opportunity to understand the particular experiences in the context of the participant's experience of the process in total. Kvale (1996) refers to the descriptions of individual experiences as the symptomatic reading of the experiences of participants. The participant's account is acknowledged as a valid description of his/her relation with the particular phenomenon (transformation). The participant is not perceived or treated as a representative who should give an objective, verifiable account of the phenomenon.

The next step in the process of organising or analysing the data entails the comparison of data in or between categories. This step in the process usually allows the researcher to become more creative with the data. To compare data in and between categories necessitates the abstraction of the data from the context in which it is originally located (Dey, 1993). Although this option seems to be in direct contradiction to the notion of analysing data in context, it does not imply a complete break with the context. Comparing data in and between categories entails a constant referral to and interaction with the primary context to provide the framework within which valid interpretations can be made. Thus, abstracting data from its original context does not imply a complete break with the original context, but includes and encourages interaction with the context for clarification purposes (Dey, 1993). This contradiction may be partly rectified by "allowing direct access to the context from which the data has been abstracted" (Dey, 1993, p.128).

Viewing the data in terms of categories as opposed to the original context may be referred to as a recontextualisation of the data (Dey, 1993, p. 129). The advantage of this step in the analysis process is the opportunity it provides to view the data in a different way, which allows for identifying patterns, commonalities or differences in the data. The aim of this chapter is therefore the analysis of the data in and between the various identified categories or themes to uncover and develop new insights into participants' experiences of transformation.

2   PRESENTATION AND DISCUSSION OF IDENTIFIED THEMES OR CATEGORIES

The framework (consisting of three phases) used in the description and presentation of the data in chapter 3 is also applied in the themes. Themes are therefore presented in the three phases, namely (1) the pre-transformation phase (phase 1); (2) during the transformation (phase 2), and (3) the post-transformation phase (phase 3). However, at times the comparison of data between

categories necessitated the comparison of themes classified in different phases. This was not seen as a problem as it was said earlier that the three phases were not watertight compartments and were mainly used to make the information provided by participants more accessible.

The various themes identified in chapter 3 are presented in Table 4.1 below, structured according to their applicability to the three phases.

Table 4.1 Themes identified by participants as significant issues of the process

PHASE 1 PRE-TRANSFORMATION PERIOD	PHASE 2 PROCESS OF TRANSITION	PHASE 3 POST-TRANSFORMATION PERIOD
• Understanding of the need to transform • Perceptions of the origin of the decision to change	• Interpersonal dynamics • New opportunities/ideas • Reassessment of the situation (personal, organisational) • Diversity • Workload • Uncertainties • Career implications • Perceived outcomes of the process • Empowerment • Change in the way of doing things • Management of the process	• Experience of the nature and extent of the transformation • Current work situation (includes perceptions of post-transformation organisation)

The themes or categories are not necessarily discussed in the order as presented in Table 4.1. The comparison of data in and between categories (themes) at times necessitated regrouping or combining themes as this contributed to the meaning of a particular idea. Comparing data between categories (themes) sometimes contributed to the emergence of a meaning or picture not apparent in the analysis of individual experiences.

2.1 Phase 1: The pre-transformation period

2.1.1 Understanding the necessity for the organisational decision to transform

The theme "the need for change" includes those issues that participants offered as motivation for the organisation's decision to change. The issues they identified include areas or aspects they personally felt uncomfortable with in the pre-transformation period. The analysis of data in this category was done mainly by comparing data bits in the category (in other words, between the various participants).

Ten of the eleven participants felt that there was a need to change some or more areas of the organisation. Stephan was the only respondent who did not identify something he personally felt uncomfortable with. (It should be mentioned, however, that he agreed in principle with the necessity for change and that he was aware of discussions in the organisation about the reconceptualisation of some of the courses). A first observation of data in this category indicates that respondents identified various and different areas in need of change.

Looking at the diverse areas or issues identified by the respondents, three levels of perspectives can be identified. On the first level, respondents focused on the products (courses) and the product development in which they were involved (eg, Drohan, Ute). This may be referred to as a microperspective on areas in need of transformation. On the second level, concerns revolved around issues in the organisation (intra-organisational issues), such as the style of management, the profile of the management team, the profile of the staff and diversity in thinking. This may be referred to as a mezzoperspective on areas in need of transformation. The third level deals with the relationship and/or interaction of the organisation with the external environment. Concerns about the organisation's relationship with its clients are also included in the third level. This level may be referred to as the macroperspective on areas in need of transformation. A fourth sub-category, which deals with personal or attitudinal issues, was also identified. Although the three levels micro, mezzo and macro are distinguished, these are by no means watertight compartments. Some of the issues may be regarded as intra-organisational issues but may also refer to the relationship between the organisation and the external environment. The focus in this analysis is more on the diversity of areas than on a concise content analysis.

The areas identified by respondents are presented in Table 4.2 under the four sub-categories. It shows that although almost all the respondents were of the opinion that the organisation had to transform, they felt that way for different reasons. For some, the organisation had to transform in order to grapple with problems on the microlevel only (Ute, Drohan) or the mezzolevel only (Delianne, Leslie). Other participants identified problems on two levels (Soonja, Heike and Robert) while only three (Anja, William and Pedro) of the participants were of the opinion that problems on all three levels of the organisation necessitated transformation of the organisation.

The first deduction made from this theme is thus that although employees may experience a need for transformation, they do so for different reasons.

Referring to the respondents' individual experiences (the context), it seems that a participant's opinion about why the change is necessary, is influenced by various factors:

(1) a participant's own personal beliefs, values and particular upbringing (Soonja, Heike, Pedro; Delianne)
(2) prior work experience (Soonja, Heike)
(3) exposure to external people, literature and other thinking (Pedro, William, Heike, Soonja)
(4) personal characteristics, such as race, gender, political orientation, religious values (Leslie, Anja, Pedro, William, Soonja, Heike),
(5) personal investment in the pre-transformation organisation (Stephan).[1]

---

1. The intention is not to compile a comprehensive list of all possible influences but simply to indicate that working in the same organisation does not mean that employees will share the same perspective on whether and why an organisation needs to transform.

Table 4.2: Areas in the organisation in need of change identified by participants

AREAS IN NEED OF CHANGE			
Products offered by organisation	**Intra-organisational issues**	**Relationship with external environment**	**Other**
Drohan: • Courses are too old and structured • Organisation needs to present its own degree in education			
Stephan • No real need for transformation			
Soonja	• Style of management needs to change • Composition or profile of management team in need of change • Structure of the organisation needs to be altered • Staff profile needs to change	• Socio-political change in country should also happen in the organisation	
Anja • Courses and methods need to acknowledge and accommodate the realities of the external environment	• Staff profile needs to change (more representative of society)	• Need to address the needs of the clients	
Ute • Courses need to be updated			

Heike	• The need for increased diversity in thinking in the organization • The need for diversity in the staff component (language, religion, culture)	• Need to reflect socio-political change of external environment	Personal changes (change of heart)
Leslie	• Style of management need to change • Staff profile need to change		Personal changes: change of heart
Delianne	• The need for increased diversity in terms of ideas and thinking		
William • Change in course content and approach to students	• Increase in diversity in terms of multi-culturalism • Social transformation is necessary to change apartheid mentality	• Change to reflect the socio-political changes in external environment	
Pedro • Need to develop a new curriculum • Need to change the approach to curriculum development	• Style of management needs to change • Needs to develop a new, shared vision	• Need to adapt the role of the university to a changing society in an African context	Personal change: a change of heart
Robert	• Style of management needs to change • Process of appointing management needs to change • Structure of the organisation needs to change	• Need to respond to the demands of the external environment • Need to become internationally competitive • Need to change the relationship with clients	

The second deduction is that a range of constituents or factors (eg, personal experience and background, organisational issues, external developments) may influence an employee's opinion regarding the necessity for an organisation to transform.

Thirdly, referring to individual experience, it is deduced that the felt need for an issue to be changed during the transformation may create the expectation that this particular aspect will, indeed, be dealt with or rectified by the process. Soonja, Heike and Pedro referred to the expectations they had with respect to the transformation.

> Dit mag wees dat my verwagting, gegewe my agtergrond, vir meer was en is van jy moet alles van die tafel afvee en nuut begin (Heike)

2.1.2   Opinions regarding the decision of the organisation to transform

Only one of the participants (Stephan) expressed direct disagreement with the organisation's decision to transform, while another (Leslie) felt that the decision concerned structural issues only and had nothing to do with transformation. The other nine participants indicated that they personally identified an area or areas in need of change (see Table 4.2) and it is thus deduced that these employees agreed with the notion of transformation. It may also be argued that these people had some intellectual understanding of the necessity for change (see Table 4.3) and thus agreed intellectually with the notion of transformation. However, as in the case of personal reasons for the need to change, it is argued that employees' agreement with the decision to transform is also based on their personal understanding and opinion of why the organisation needs to transform. It is further argued that employees' understanding of the "concept" or "understanding"[2] of transformation in their particular organisation depends, among other things, on their own, personal understanding and conviction of why the organisation has to transform.

In the same way, it may be argued that disagreement with the decision to transform (or to change to such an extent) is also based on the personal understanding and opinion of why the organisation is in no need of transformation. However, it may also be argued that disagreement with the decision to transform supposes a satisfaction with the status quo (pre-transformation organisation) and agreement with the particular products, values, and ways of doing things. Disagreement with the decision to change is possibly a function of an employee's understanding of the threats posed by the proposed transformation to these valued dimensions of the old organisation. At the same time, disagreement with the decision may also be influenced by an employee's level of personal investment in and identification with the old organisation, on the one hand, and the supposed threats of the transformation to this investment, on the other.[3] It can once again be argued that dissatisfaction with the decision is to an extent based on the individual's understanding of the necessity (or not) for organisational change.

Given the differences in opinion amongst the participants of why the organisation had to trans- form (or refrain from transforming), it is stated that various understandings of the need (or no

---

2. By "concept" and "understanding" is meant what employees envisage the process will be like and what it is supposed to achieve.

3. It is necessary to clarify that, for the purpose of this theme, attention is focused on respondents' experiences of the decision to transform in the pre-transformation period. In Stephan's case, it is clear that his disagreement with the transformation and his bleak experience of this decision revolved around the way he was treated during the process: he found himself being made the scapegoat of the difficulties or failures of the old organisation.

Table 4.3: Perceptions of the need for change and the decision to change

Participants' comments regarding the need for change	Deductions regarding participants' opinion about the decision to change
In 'n mate het ek ook gevoel daar moet verandering kom. (Drohan) The process of transformation has been necessary. (Soonja) Dit (transformasie) is iets wat lankal moes gebeur het. (Anja) Ek het lankal gesê die kursusse is verouder...verder is ek taamlik gedistansieer van die hele storie. (Ute) Vir my het dit bloot gegaan oor wat ek geglo het, dit was reg en ek kon insien wat moes gebeur. (Delianne) I am all for transformation...I never resisted the change. (William) ek besef dat ons sal moet verander. (Pedro) Toe ek vir myself uitgemaak het dat ons moet verander... (Robert)	• Demonstration of an intellectual agreement with or an understanding of the decision to change
Ek het 'n alternatiewe transformasie voorgestel. (Heike)	• Agreed with the decision to change but not the direction
Dit was nie nodig om die hele appelkar om te keer nie. (Stephan)	• Disagreed with the decision to change
Transformation did not take place. (Leslie)	• No decision was made to transform – only to implement structural changes

need) for transformation and the "content" of transformation are prevalent in the organisation when the decision is taken. Apart from all the individual perceptions of the need for and the concept of transformation, the organisation (represented by management who actually took the decision) also had an understanding of why it was necessary for the institution to transform. As in the case of individual employees, the needs identified by the organisation contributed to their understanding of the concept of transformation.[4] It is thus argued that at the time of taking the decision (the pre-transformation period), various perceptions (including expectations) of the why, what and how of transformation were present in the work environment. Thus, in theory, it is possible that all the role players (employees, management) had a personal understanding of the concept of transformation which did not necessarily correspond with their colleagues' views. The various perceptions are presented in Graph 4.1.

Employees can only know how management sees the concept of transformation if this is communicated to them. Thus, employees' understanding of management's use of the concept depends on the information provided by management in this regard. It is now argued that a necessary requirement for an overt, organisational understanding of the concept is the communication of management's understanding to employees.[5] See Graph 4.2.

The question arises of whether this is a sufficient requirement for the development of a "shared" organisational understanding of the concept "transformation". Obtaining information about management's understanding transformation does not necessarily mean that employees will share or subscribe to that view. It seems valid to argue that the degree of overlapping between individual perceptions of the concept and that of the organisation will determine the extent to which employees will share the organisation's view. Is partial agreement on the organisational understanding of the concept sufficient for a successful transformation? At this point the assumption is that the proposed transformation can only benefit when the organisation develops or works towards a shared understanding of transformation (whether by discussion, factual information or persuasion).

The notion of developing a shared understanding of transformation leads to the question of the extent to which employees' perceptions need to be communicated to management and whether doing so would co-determine or at least influence the shared organisational understanding of the concept. It seems that the upward communication (or not) from employees to management will depend on the various organisational assumptions regarding employees' role and status in the organisation. Graph 4.3 presents the shared understanding of transformation.

---

4. Although the organisation, represented by management, is referred to as an entity, it should be remembered that management consists of individuals with their own understanding of the why, what and how of transformation. Robert (a member of the management team) actually described the differences in opinions that did exist amongst the members of the management team with respect to the emotional well-being of employees. It is therefore assumed that the same processes that took place among the individual employees in the organisation happened in the management team. For the purpose of this discussion (and not to overcomplicate the arguments) management is treated as an entity

5. For colleagues to gain access to one another's understanding of the concept it is also necessary for their perceptions to be communicated. This argument focuses deliberately on the interaction between management and employees, but that does not mean that communication between colleagues is not important.

# Figure 4.1   Various views on the meaning of transformation

Sphere of the Individual Employee	Prior work experience / Exposure to ideas, people and literature / Perception of the organisation / Personal attributes/ values — "Concept" of Transformation (Employee)
Overt Organisational Sphere	
Sphere of Management (change committee)	Organisational "concept" of Transformation
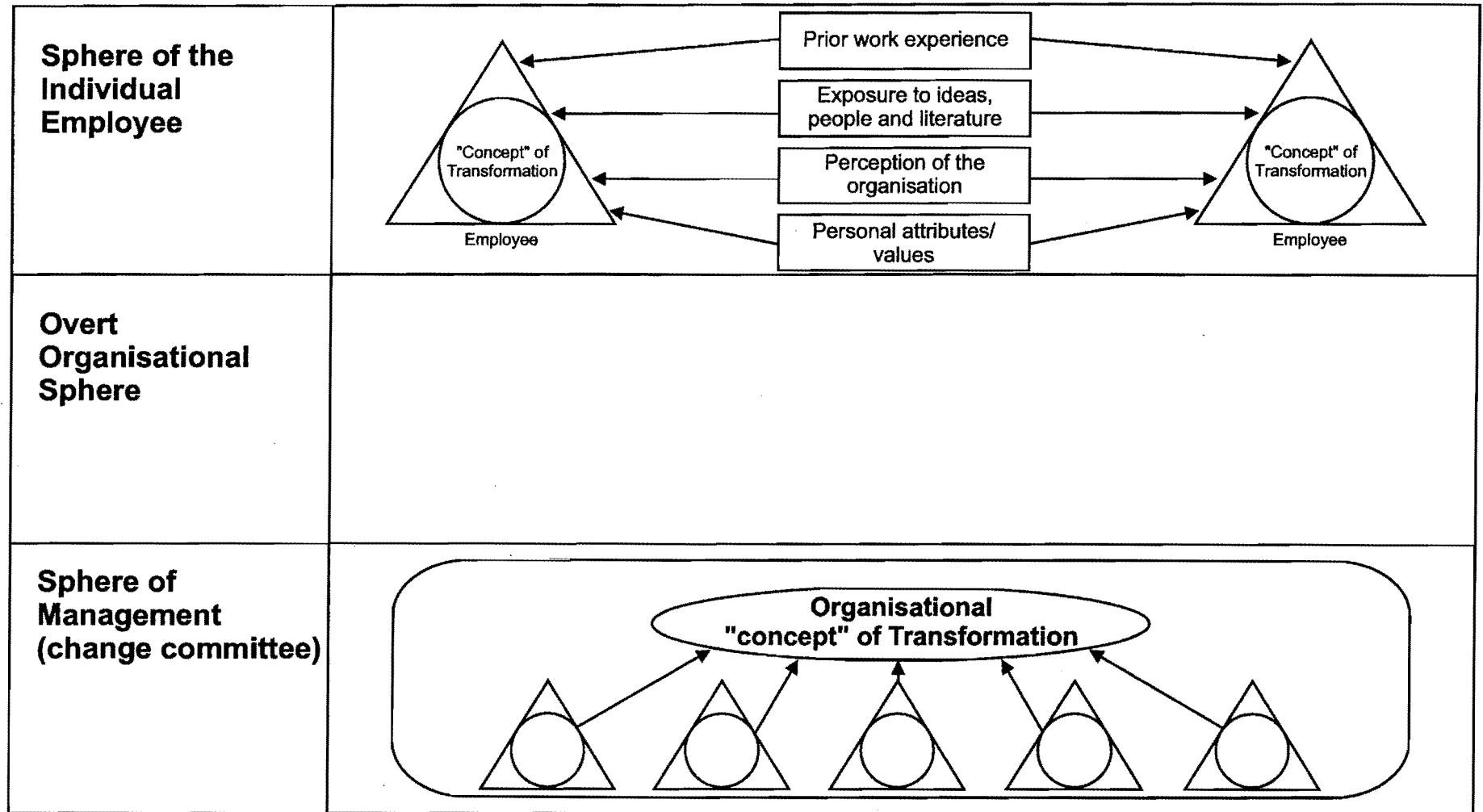
Figure 4.2   Communicating the meaning of transformation to employees

Sphere of Individual Employees	
Overt Organisational Sphere	
Sphere of Management (change committee)	

Concept Tranformation

?

Concept Tranformation

?

Concept Tranformation

"Concept" of transformation as communicated to employees

Communication

Organisational "concept" of Transformation
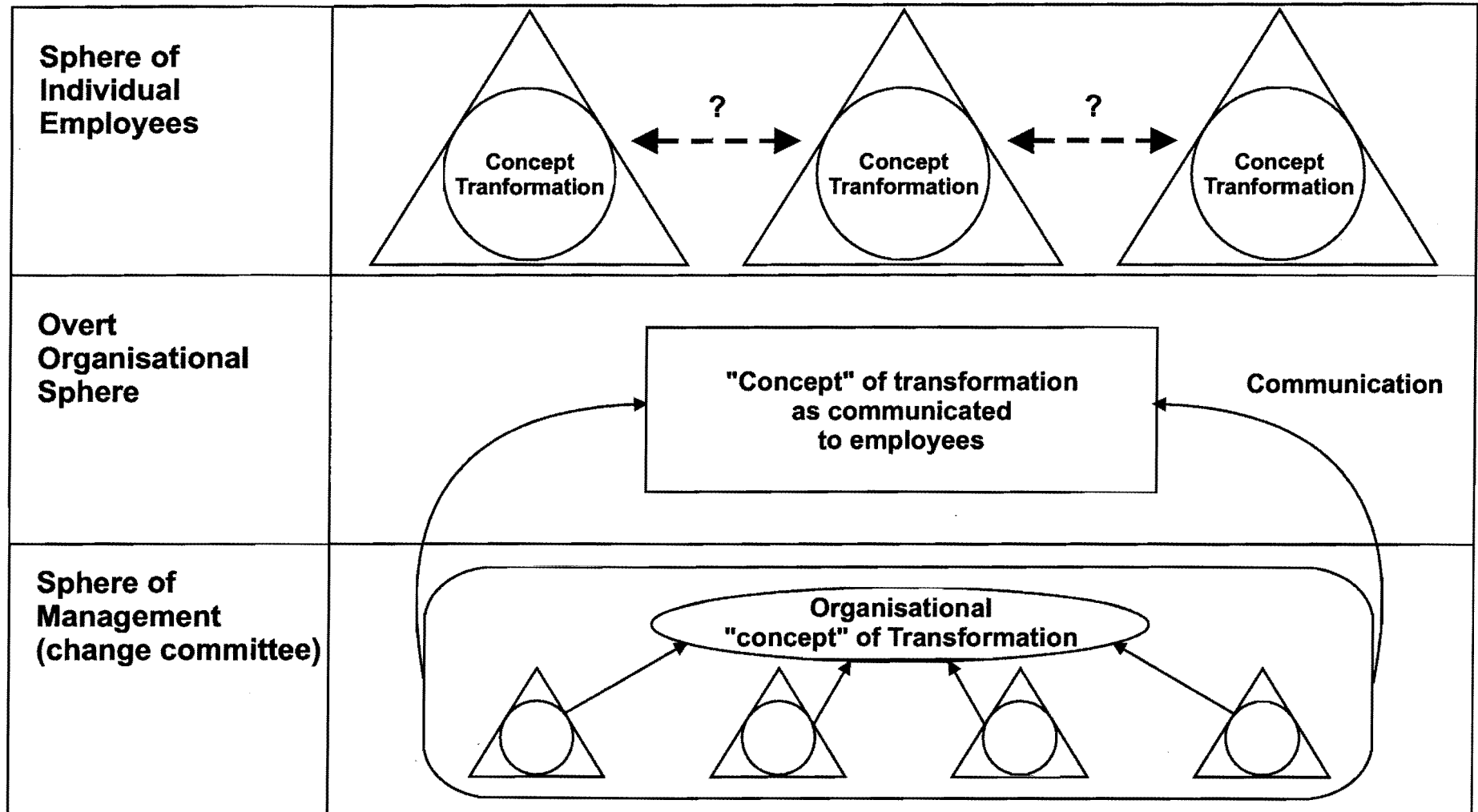
Figure 4.3   A shared understanding of transformation

Sphere of Individual Employees	(Concept of T) ⟷ (Concept of T) ⟷ (Concept of T)
Overt Organisational Sphere	"Shared" concept of transformation
Sphere of Management (change committee)	Management concept of transformation
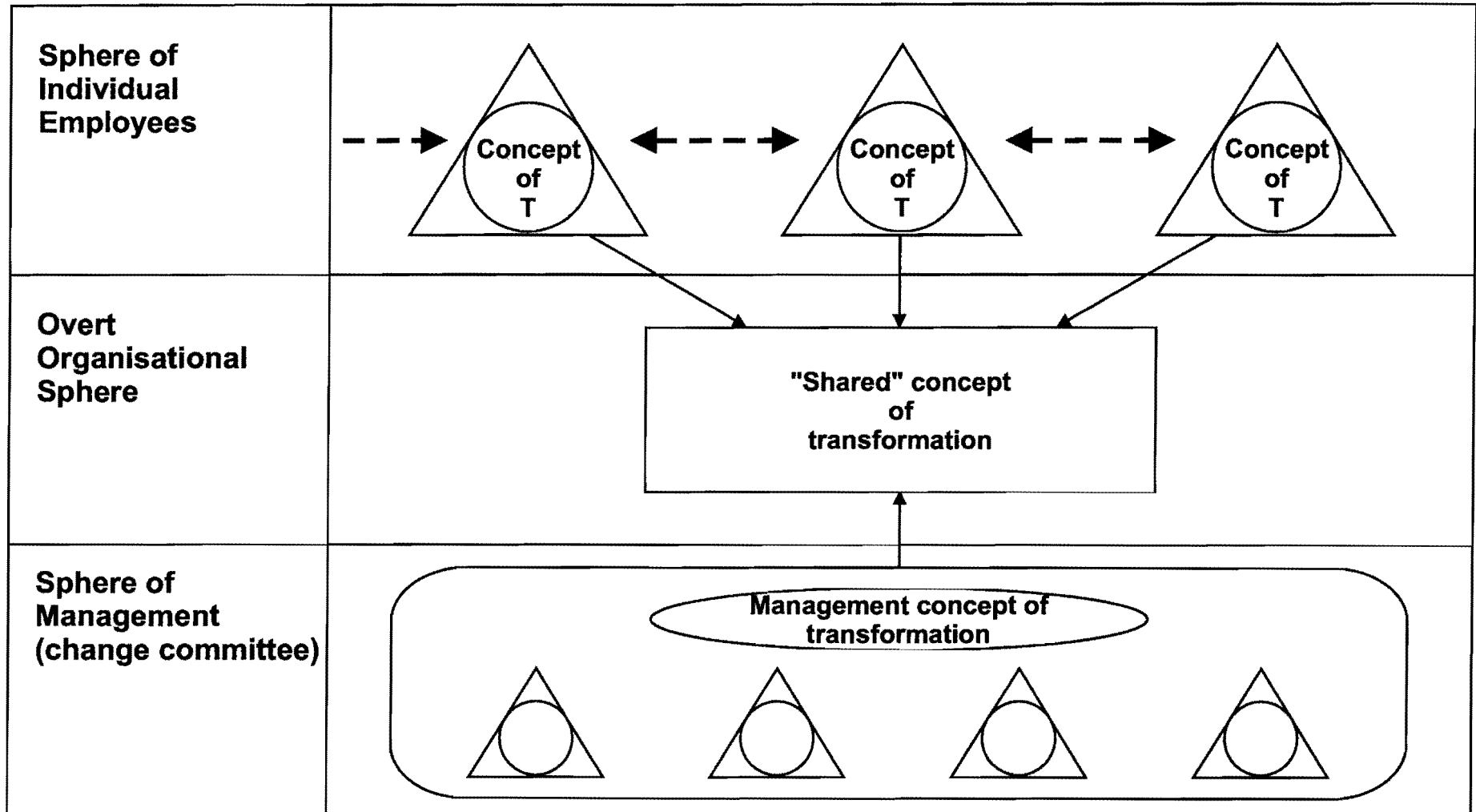
2.1.3   Impetus for the decision to transform

Only six participants referred directly or indirectly to the origin of the decision to transform. The manager felt that the decision was the result of a combination of internal convictions and external pressures, changes and demands. With respect to the other participants, it seems as if their experience of the origin of the decision depended on their perceptions and experience of the organisation as such and their opinion about the necessity to change. Soonja, for example, was very skeptical about the organisation's willingness to change, so in her opinion this was the result of external pressures. She did not believe that the organisation would have taken the decision voluntarily. Heike, who was also dissatisfied with many issues of the pre-transformation organisation, perceived the impetus as coming from inside the organisation. In her opinion, this was a deliberate act from the organisation to determine the agenda for transformation without too much external interference. Her opinion reflects her distrust of the organisation's intentions. Drohan, on the other hand, felt that it is important to communicate to employees that the origin for a transformation process comes from within the organisation.

Given the diverse nature of the opinions regarding the impetus of the transformation process, it is difficult to make accountable deductions in this regard. However, this does raise the question of the impact of an impetus for transformation on employees' perceptions of the necessity for change.

2.2   Phase 3: The post-transformation period

The post-transformation period involves experiences of the transformation in general, the nature and extent of the changes and the current work situation. Some respondents also commented on their experiences of the organisation in the post-transformation period and these are dealt with in the post-transformation period.[6]

It is only possible to understand participants' experience of the transformation in general and of the nature and extent of the transformation, if their opinions on the decision to transform are also considered. As the general experience of the process is sometimes motivated by the nature and extent of the process, these two themes need to be analysed with full cognisance of one another. Thus, in order to obtain a more integrated understanding of the respondents' experiences regarding the post-transformation period, these three themes are simultaneously analysed and presented. This corresponds with Dey's (1993) proposed method of analysis in and between analysis of categories.

2.2.1   Participants' experiences and perceptions of the nature and extent of the transformation

The opinions regarding the organisation's decision to transform may be grouped into three sub-categories, namely, agreement with the decision, disagreement with the decision and the opinion that no decision for transformation was taken. Respondents who agreed with the decision to transform may be subdivided according to their particular role in the decision-making process. (Information for this sub-category is derived from participants' individual information).

---

6. Experiences and opinions about the organisation in the post-transformation period were initially discussed as an integral part of the experience of phase 2, namely the process of transformation. However, it seems more appropriate in the second-order analysis to group these experiences with other experiences relating to the post-transformation period.

Thus, those participants who agreed with the decision may be subdivided as follows: (1) responsible for the management of the process, (2) proactive canvassing in favour of the decision, and (3) varied levels of involvement in the process.

The analysis of experiences of the process in general and the nature and extent of the transformation was done using the three sub-categories of opinions of the decision to transform. Table 4.4 provides the information on these three themes. Column 1 deals with opinions about the necessity for change in the various sub-categories, column 2 deals with opinions about the nature and extent of the transformation and column 3 deals with experiences of the process in general.

Several deductions may be made from the sub-categorisation:

It is deduced that respondents' evaluation and experience of the nature and extent of the transformation depend on factors like their personal opinion about the need for transformation, their own understanding of the concept of transformation and their expectations[7] of the process (in the pre-transformation phase). In other words, respondents evaluated the actual outcome of the process against their understanding and expectations of transformation.

Soonja, Heike and Pedro understood transformation to be radical and they therefore expected fundamental changes in the areas they identified. However, this did not materialise as they felt that nothing had really changed. Compared to their understanding of a radical change, they considered the changes that did happen insufficient. William, for example, understood the transformation as dealing with the products, the relationship with clients and the socio-political paradigm in the organisation. He was therefore unprepared for and unsettled by the changes on the mezzolevel of the organisation which resulted in the changed structure and the criteria for and composition of the management committee.[8]

Secondly, agreement with the decision to change does not necessarily mean satisfaction or agreement with all the aspects of or decisions taken during the process. Several respondents (Drohan, William, Anja and Robert) referred to issues or aspects with which they disagreed despite their general approval of the transformation. Agreement also does not mean that the process will necessarily be experienced as positive or satisfactory.

Thirdly, when participants' general experience of the transformation is also accounted for, it is deduced that such a process has an emotional impact on employees, irrespective of their particular opinion about the necessity for the transformation.

As was to be expected, Stephan, who deemed the transformation largely unnecessary, found the process very traumatic. At the same time, William and Pedro, who approved of the process and even worked towards the decision, also found the transformation emotionally taxing. Therefore it cannot be argued that employees who agreed with the decision to transform found

---

7. It is argued elsewhere that a person's opinion about the need for transformation and the what of the transformation raises the individual's expectations of the objectives and/or outcome or the transformation process.

8. Some of the changes resulted in practical difficulties, such as the multiplicity of bosses mentioned by William, and thus contributed to some of the dissatisfaction with the transformation. This issue is dealt with in the discussion of phase 2. At this point, the argument focuses on the discrepancy between the expected and the actual transformation.

Table 4.4: General experience of the process and experience of the nature and extent of the process

OPINIONS ABOUT THE NECESSITY FOR CHANGE	NATURE AND EXTENT OF THE TRANSFORMATION	GENERAL EXPERIENCE OF TRANSFORMATION
Intellectual agreement with the notion of transformation Responsible for the management of the process	Vier persone is bv. hier ingedeel...Dit is 'n bron van baie ander probleme... Ek het die vrae gevra oor hoe dit die mense gaan raak... Van my kollegas se verhoudinge het verbrokkel, een is in 'n kliniek opgeneem, 'n ander is uit die vriendekring geskop. My vraag is in watter mate is hierdie probleme geskep of aangehelp deur transformasie? My mening is dat ons dit geskep het. (Robert)	Die transformasie was vir m y oorwegend positief. As ek dit weer moet doen, sou ek waarskynlik dieselfde pad geloop het. (Robert)
Intellectual agreement with the notion of transformation Pro-active involvement in the process	I think in some instances the change hasn't gone far enough. I still think it is insufficient... But my concern is that we changed but everything is still the same. (Soonja) Ek wonder of dit 'n transformasie was of 'n struktuurverandering. Dit mag wees dat my verwagting, gegewe my agtergrond, vir meer was en i s jy moet alles van die tafel afvee en nuut begin.... Dit is soos 'n bekering, alles is radikaal anders. Dit is waarskynlik 'n idealistiese siening. (Heike) Daar was ander verwagtinge gewees dat dinge anders sou wees en op die ou einde hoe meer dinge verander het, lyk dit nou hoe meer bly dit dieselfde. Dit is maar weer dat mens baie idealisties was toe ons begin het. So, ek dink wat my gevang het, is die verskil in teorie en praktyk, dat dit wat ons graag wou sien gebeur, nie gebeur nie. (Pedro)	I expected much more: I was ready for radical change. (Soonja). Jy is ook nie elke dag dieselfde nie; dit is 'n baie vloeibare proses. Beleef elke dag verskillend. Wat het jy as positief beleef? Ek moet baie hard dink. (Heike) Dit was vir my baie swa ar en ek was een van die ouens wat transformasie voorgestaan het...Wat swaar is van transformasie is dat dit altyd met 'n bietjie chaos gepaard gaan want dit is verandering en dinge is nie meer so ordelik nie... Ek dink die ding van transformasie is omdat dit so sterk met gevoel te doen het, is daar sekere dae wat mens baie positief voel en ander dae wat mens baie negatief is. Ek dink die gevoel speel 'n baie belangrike rol by transformasie. (Pedro)

Intellectual agreement with the notion of transformation	Van die verandering is op ons afgedwing deur kollegas in ander Fakulteite....Ek self was gekant teen die wegdoen van dissiplines. Dit was vir my 'n onnodige verandering. (Drohan)	So dit was nogal 'n drastiese verandering maar dit was nie 'n negatiewe verandering nie. Ek het dit baie positief beleef. Van almal hier was dit miskien vir my die mees positiewe belewenis. (Drohan).
Varied levels of involvement in the process	No comment on nature and extent of changes	Dit het my nie veel gepla nie, behalwe dat ons ons kursuss e moes verander. Dit raak my nie; dit interesseer my nie. Die universiteit kan brand dan sal ek dit nie eers weet nie. (Ute)
	No comment on the nature and extent of the changes	Ek dink ek het die transformasie baie positief ervaar, dit was vir my meer positief as negatief. Dit is iets wat lankal moes gebeu r het. (Anja)
	No comment on the nature and extent of the changes	Ek het dit baie opwindend ervaar, uitdagende verandering. Dit wat mens lankal gesien het, wat nou geïmplementeer word. (Delianne)
	There are different understandings of the concept... different areas of transformation. Now a more humane approach to students;..changes in the sillabi;...the apartheid mindset didn't change; ... Have now many bosses and don't know who is your boss. After climbing the ladder to reach that point of the Executive committee of the Faculty, the new set-up can be a bit cruel. (William)	The experience of transformation is painful, but it is like childbirth. It is necessary pain in order to produce something new. I do long for the good old days, but realised that it is important to move forwards to embrace the realities and the challenges of the new SA. When you get older it is more difficult to change. (William)
Disagreement with the notion of transformation	As ek moet huigel dan sou ek sê, ek sê dit opsetlik want ek is nie vreeslik beïndruk met die hele transformasieproses nie. Ek dink nie dit was werklik nodig nie. Dit is in 'n groot mate onnodig gewees. Ek het nie gedink dit is nodig om die hele Fakulteit te herstruktureer nie. Dit was nie nodig om die hele appelkar om te keer nie. (Stephan)	Ek het eintlik nie vreeslike positiewe gevoelens oor die transformasie nie. Ek moet vir jou sê ek het bitter min positief ervaar van die proses. Dit was rerig vir my 'n baie groot trauma gewees. (Stephan)
Do not acknowledge decision	Transformation did not take place in the Faculty. I regard it as a change in arrangement and change of names. (Leslie)	

the process generally less traumatic and emotional. It seems rather that transformation impacts on employees' emotional state irrespective of their intellectual agreement or disagreement with the decision to change. Intellectual understanding of the decision to change does not prevent employees from being emotionally affected by the process. Transformation seems to be an emotionally taxing event (to a larger or smaller extent) for employees for different reasons .

2.2.2   Experience of the personal work situation in the post-transformation organisation

In the analysis and discussion of this particular theme, it should be kept in mind that participants described their experiences and opinions about a process that had been completed (an historical event). They commented and discussed (and judged) this historical event from their current personal positions in the new organisation. As almost all the themes discussed in phase 2 have some bearing on employees' post-transformation work situation, it could be argued that all these themes should be dealt with as part and parcel of the current situation. However, the personal work situation in the post-transformation period emerged as an independent theme due to participants' referrals to the improvements or deteriorations in their work situation or work environment as a result of the transformation. This theme therefore does not include their experiences of the total outcome of the process (including all the changes that materialised) in the post-transformation situation. Rather, it focuses on their experiences of the conditions they deemed necessary for the fulfilment of their professional responsibilities.

Respondents' core experiences regarding their current work situation (post-transformation period) are presented in Table 4.5 below. Column 1 contains the participants' verbatim comments (though abbreviated) about their personal work situation. Column 2 contains the elements that constituted the personal work situation as deduced from the verbatim comments. Column 3 gives deductions on the status of the personal work situation in comparison to the pre-transformation period. The deductions are simply made in terms of changes, such as improvement, deterioration or both.

As column 2 shows, some participants presented their experience of the work situation as limited to their personal, professional activities only (Drohan, Ute, Delianne) whereas others regarded their relationships with colleagues as integral to their experience of their personal work situation (Soonja, Heike, Robert). Stephan, William and Pedro, for example, referred to their personal work situation as involving a variety of aspects, such as the interpersonal dynamics and administrative functioning of the organisational unit, status in the organisation, professional identity in the work environment and the level of tolerance of differences. It is thus clear that participants experienced their personal work situation as constituted of various and different aspects. They did not necessarily agree on the elements that were of significance in the work situation: The perspectives varied from a very narrow (personal activities only) to broad, including several organisational issues.

It is thus deduced that different factors seem to play a role in employees' experiences of their personal work situations, although participants were not asked to elaborate on them. However, several arguments can be posed for this response: (1) people differ in their criteria for or the needs they expect a work environment to respond to. So, for example, some employees may expect the workplace to provide the opportunity for creative intellectual activities while another may expect an environment to provide opportunities for creative activities as well as social inter-

action with colleagues. It can thus be argued that employees differ with respect to the elements they regard as significant and important in their work environment. Following this argument, participants therefore focused only on those issues they regarded as important. (2) Participants only emphasised those elements of the work environment that were affected (significantly) by the transformation process. The change in the status quo brought these elements to the fore. (3) Both these arguments may be valid at the same time.

As for changes in participants' personal work situation in the post-transformation period, it is clear that some (Drohan, Ute, Leslie to an extent) were left unaffected by the process. Two experienced an improvement of some kind (Robert, Delianne) while three (Soonja, Heike, Stephan) felt that their personal situations actually worsened. Three people (Anja, William, Pedro) reported improvements as well as deteriorations as a result of the process.

Thus, employees' experiences and opinions of their personal work situation in the post-transformation period play a role in shaping their experience and opinion of the completed trans-formation process. Clearly, employees whose personal situations improved as a result of the process will be more inclined to feel positive about the transformation than others whose personal work situation had been detrimentally affected.

To summarise: it is indicated that employees regard different aspects/elements of the work environment as important or significant in their interface with the organisation. The deduction is made that employees' experience of the transformation process depend, inter alia, on their experience of their post transformation work situation in comparison to the pre-transformation period. Drohan's remark, serves as an illustration: "*Ek kan nie kla nie want ek is net so goed af as vroeër*".

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Table 4.5: Experiences of the current work situation

Current work situation: verbatim comments	Deduced elements of the current work situation	Deductions about satisfaction with the current work situation compared to the pre-transformation situation
Drohan: *Dit wat ek nou doen, is presies wat ek graag wil doen. As ek my lewe kan oorhe is dit die goed waarby ek betrokke wil wees en dis ook die werk wat ek wil doen – ek kan my nie voorstel dat daar lekkerder werk kan wees as wat ek doen nie. Ek kan nie kla nie want ek is net so goed af as vroeër.*	• Own, personal, professional academic activities	• Work situation remained satisfactory – transformation had little impact
Stephan: *Ek voel oor my siening van wat wetenskap is en van wat my taak as dosent is...Hulle tas jou menswees aan en dis skielik nie meer aanvaarbaar nie... Dit het my in 'n geweldige mate ontgogel selfs soveel so dat ek nou nog nie weet wat ek eintlik moet doen nie. Ek voel in my wese onseker en dit maak jou minder effektief omdat jy onseker is of dit wat jy doen reg is. Dit beïnvloed jou produktiwiteit, dit beïnvloed jou verhoudinge met ander mense, selfs met jou gesin. Jy doen nog steeds jou werk, maar jy voel ontgogel.* *Onder die voorwendsel dat alles so verskriklik deursigtig moet wees, is daardie strukture en die mense... is hulle in 'n sekere sin enersyds genegeer en andersyds amper... ek het dit beleef as vernederend.*	• Underlying assumptions and values regarding professional identity and professional activities • Personal, professional activities • Position (of status) within the organisation	• Personal work situation deteriorated due to questioning of his values and professional identity. • Job satisfaction and productivity decreased as a result of feelings of uncertainty. • Felt humiliated due to loss in status representation on management committee – loss of status
Soonja: *I've always been fortunate in my course work I'm responsible for because it is such an exciting field. So I always enjoyed my actual work side and that has just continued to be a positive. The transformation did not change that in any way, negatively or positively.*	• Personal, professional activities • Relationships and interaction with colleagues	• Professional functioning unaffected • Work situation deteriorated as a result of the loss of the support group

I feel I work more now as an individual rather than with a group of colleagues around met who provided support, who provided collegiality.		
Anja: *Wat dit aanbetref was dit vir my baie aangenaam; dit is iets wat vir my baie na aan die hart lê. Dit is eintlik my eerste liefde. Dit is vir my uitdagend en ek geniet dit; ek kan nie een oomblik daaroor kla nie.* *Die feit dat ek binne primêre skool onderwyseropleiding is... Ek se vir die buitewêreld ek weet iets daarvan af en dit is vir my 'n verleentheid omdat ek in iets anders werk.*	• Personal, professional activities • Professional identity reflected by association with departmental structures	• Professional functioning improved as a result of involvement in interest area • Professional identity negatively affected due to her association with the specific department
Ute: *Ek het half gevoel of dit my nie raak nie omdat ek kursusse het wat ek aanbied en die universiteit verwag nie van my om heeltemal iets anders te doen nie. Ek gaan aan met my werk, ek doen my werk met die hoop dat ek studente kan help.*	• Personal, professional activities	• Transformation had no impact on personal work situation (job satisfaction unaffected)
Heike: No comment with respect to her personal work activities. *Die intellektuele, akademies e verwydering van kollegas. Dit is my groot negatiewe ervaring van die proses.*	• Intellectual relationships with colleagues	• No comment regarding professional functioning • Personal work situation deteriorated due to the loss of her support group
Leslie: *I enjoyed it because I enjoy the type of work that I do... It provided me the opportunity to develop new course and to work in areas that I am interested in... I am empowered daily because I am in a process of learning. The faculty should get the credit for that.*	• Own, personal and professional academic activities	• Transformation had no impact on personal work situation
Delianne: *Ek is betrokke by ander kursusse as vroeër. Dit het vir my eintlik 'n deur oopgemaak waarvoor ek dankbaar is.*	• Own, personal and professional academic activities	• Improvement in personal work situation due to involvement in a new, interesting area

William: *What comes out from the new syllabi is exciting… and I am proud of it. In the new set-up there are now so many committee meetings, one finds it difficult to cope. Now you also have many bosses and you don't know who is your boss. I got the opportunity to take a package but I am not sure whether to retire or not. It is not an easy decision. Many colleagues have retired After climbing the ladder to reach the point of the Executive Committee of the Faculty, the new set-up can be a bit cruel…*	• Personal, profession involvement • Administrative and managerial structure(s) and processes • Intellectual and emotional support of colleagues. • Position (of status) within the organisation	• Personal work situation improved in some respects (eg, new course content, improved client relationships) • Deteriorated in other areas (confusing reporting structures, loss of support group, loss of senior position on management committee)
Pedro: *Nou sien jy self die gange is dood in die middag… hier is nou mense wat 'n heeltemal ander etos het. Daar is ook meer verdraagsaamheid… So daar was tog bewussynsverruiming van gemeenskapsbetrokkenheid by 'n groep. Ek kan partykeer met vreeslike rare goed kom en in plaas daarvan dat mense na my luister, kan hulle my totaal afskiet en my persoonlik aanval. Dit is vir my nog steeds baie swaar.*	• No referral to personal, professional academic activities • Dynamics within the organisational unit • Organisational tolerance for diversity in thinking	• Personal work situation improved in terms of increased tolerance (although not enough) • Deteriorated with respect to the dynamics in the organisational unit
Robin: *Ek het in 'n groot mate losgeslaan gevoel; ek het gevoel ek moet nou 'n loopbaanskuif maak. Die departementshoofskap het eintlik vir my nuwe moontlikhede oopgemaak. Ek het in bestuur gespesialiseer en het die kans gekry om die inhoude toe te pas. Mense het vertroue in my en hulle weet dat wat hulle vir my sê nie weer oorvertel gaan word nie.*	• Own, personal and professional academic involvement • Relationships with colleagues	• Personal work situation improved due to involvement in specialist area and rewarding relationships with colleagues

2.3   Phase 2: The process of transformation

As indicated in chapter 3, the "process of transformation" deals with the actual implementation of the transformation. The issues or themes that played a role in participants' experiences of the process are as follows: (1) interpersonal dynamics, (2) new opportunities, including new ideas, (3) perceptions of the management of the process, (4) uncertainties resulting from the process, (5) the re-assessment of personal and organisation relevance, (6) workload, (7) a change in the way of doing things, (8) perceived outcomes of the process, (9) career implications and (10) diversity and representation. These themes are discussed below and followed by a model for understanding employees' experiences of transformation.

2.3.1   Interpersonal dynamics and interpersonal issues

Issues relating to interpersonal dynamics and relations were most frequently mentioned by the participants (9 of the 11 respondents discussed them). The various identifiable sub-categories illustrate the complexity and multidimensionality of this particular theme. Table 4.6 contains the abbreviated verbatim remarks of participants grouped into the six sub-categories which deal with the following aspects: (1) the loss of the previous support group, (2) exposure to new colleagues and new ideas, (3) perceptions of colleagues' behaviour, responses and participation during the process, (4) the regrouping of colleagues during the process and the resulting changes in the positions and relationships of power, (5) the disruption in the informal networks in the organisation, and (6) the changes in criteria for the acceptability or desirability of activities and behaviour. The meaning of these themes as well as deductions that follow from the analysis are discussed below.

2.3.1.1 Loss of the previous support group

(a)   Impact on employees' social and emotional well-being

Participants indicated that good work relations and even good social and personal relationships developed over years amongst colleagues sharing the same interests. As employees were grouped according to interests, they were necessarily in close physical proximity to one another. With the implementation of the process of transformation, several employees left the organisation (eg, as a result of early retirement) while others were moved to new organisational units and new offices. Respondents found that these changes had a detrimental effect on their established relationships with colleagues. When former close colleagues left or were moved to new offices, employees felt themselves isolated and without their previous support group. It is quite significant that the introduction of physical distance between close colleagues (as a result of the physical relocation) contributed to the experience of distance in the relationships and thus to feelings of isolation and lack of collegial support (see Stephan, Soonja, Anja, Heike). It may thus be deduced that the relocation of employees to new administrative structures and new (different) offices in a transformation process can have a detrimental effect on the social and emotional support system in the organisation. This dimension clearly contributed significantly to negative experiences of the process.

(b)   Impact on teamwork

The loss of the previous support group not only affected the social and emotional support system in the organisation, but also the academic support system. The lack of easy access to ear-

lier colleagues hampered employees' productivity in that the group cohesion was destroyed and teamwork was therefore more difficult than previously (see Soonja, Heike).

2.3.1.2 Exposure to new colleagues and new ideas

The counterpart of the loss of earlier, close colleagues is exposure to new colleagues. Two sub-categories were identified here:

(a)   Benefits of establishing new relationships

The mere opportunity to get to know new people seemed to be experienced as a positive and even exciting result of the process. The exposure to new people also exposed employees to new and stimulating ideas (see Stephan, Heike, Robert). It is furthermore deduced that the "forced" interaction with previously unfamiliar and even dissenting colleagues contributed discovering the person behind the strange ideas (see the remark made to Heike: "Haai, nou haat ek jou nie meer nie"). It may thus be deduced that the interaction between previously unfamiliar colleagues contributed to the development of tolerance (both for people and ideas) in the organisation and employees' perspective.

(b)   Difficulties in establishing new relationships

Despite the positive feelings and results of getting to know new people and ideas, it also contributed to feelings of stress, pain and uncertainty (William). It should also be acknowledged that these new relationships did not immediately substitute the previous close relationships employees had. It took time to develop. Some respondents were of the opinion that it took almost a year to start the process of getting to know one another. The difficulty of establishing new relationships is highlighted by the reference to the absence of trust between new colleagues (Delianne). As indicated in (1.2), it may be deduced that the overall functioning of an organisation may (initially) be hampered by the lack of established relationships between colleagues.

2.3.1.3 Perceptions on colleagues' behaviour, responses and participation during the process

It is evident that employees' experiences and responses regarding the transformation were not only based on their perceptions and understanding of the process, but were also influenced by the responses and conduct of colleagues during the process.

(a)   Hostility between individuals of opposing opinions

Employees resisting the transformation process and/or responding negatively to the process made people in favour of the process resent these responses and feel hostile towards those who did not want to support the transformation (see Delianne, Pedro). Although there was no mention of this, it may perhaps be assumed that the contrary was also evident in the sense that people who disagreed with the process had hostile feelings towards those who supported the process. It may thus be deduced that the introduction of transformation in an organisation will inevitably strain the interpersonal relationships as a result of the employees' different and even opposing opinions regarding the process.

Table 4.6 Experiences of the interpersonal dynamics and the interpersonal relationships

THEMES	SUB-THEMES	VERBATIM COMMENTS OF PARTICIPANTS
1. Loss of the previous support group	1.1 Loss of support group	• Jy weet as mens 15, 20 jaar saam gewerk het, dan ontstaan daar bande, vriendskapsbande selfs, maar ook bande wat op kollegiale vlak gegroei het... dat ons heeltemal uitmekaar moes spat, dit het mense in 'n sekere sin ontgogel. (Stephan)
		• 'n Ander ding wat ons sleg getref het, was die skuif uit jou kantoor, weg van kollegas wat lank langs jou gesit het vir jare en met wie jy goeie bande opgebou het, weg van jou ondersteuningstelsel af. (Anja)
		• It was difficult and painful to lose the contact and interaction with one's old colleagues one had known for years. This is very unsettling because I lost colleagues and my support group over-night. (William)
	1.2. Impact on team work	• Probleme waarmee mense worstel lê op die vlak van 'n nood om met ander te praat. (Robert)
		• Een van die eerste dinge wat die vise-dekaan vir my gesê het, is dat sy baie geïsoleerd is. Ek dink dit geld vir meer van my kolleagas – hulle is baie geïsoleerd. (Robert)
		• I felt that my very close support group, close group of colleagues, we have been separated and moved. And I lost that support. I feel I work more now as an individual rather than with a group of colleagues. (Soonja)
		• Dit voel nou of ek gemarginaliseer is, want al die kollegas wat op die traffic rout was wat jy toevallig gesien het, is nie meer daar nie. Van my kollegas het ook getrek en ek sien hulle en ons praat nog maar daai groepskohesie is weg. Mens moet soveel meer effort insit om as 'n span saam te werk. (Heike)
2. Exposure to new colleagues and new ideas	2.1 Positive outcomes of establishing new relationships	• ... dat met die nuwe samevoeging van departemente en kollegas, het jy mense leer ken en met hulle begin saamwerk wat nuwe perspektiewe bring, wat nuwe sieninge bring wat jy nie gehad het nie en wat jy nie bewus was van nie. (Stephan).

	2.2 Difficulties in establshing new relationships	• Daar was antagonisme teenoor mekaar omdat lede uit die verskillende departemente mekaar nie geken het nie. Daar was idees wat nie binne mense se verwysingsraamwerke bestaan het nie omdat hulle so gewoond was om maar net aan te gaan. Aan die einde van die gesprek het die persoon opgemerk: "Haai, nou haat ek jou nie meer nie." (Heike) • Ek geniet dit ook dat mense uit ander departemente by my instap. Dit voel of ek vir mense iets beteken en dit maak dit sinvol... My verhouding met die ander departementshoofde is ook vir my 'n positiewe ervaring. Die dag voel leeg as ek hulle nie êrens gesien het nie. (Robert) • (It) forced me to get to know other colleagues. In one way it is nice to get to know a new team... But it is also painful in the sense that you are forced to become friends with other, unknown people – it is a culture shock. (William) • Aanvanklik het dit baie, baie styf gegaan, hier is jy saam met vreemdelinge. Dit het 'n lang tydperk geneem om uit te reik; 'n jaar. Die manier hoe dit vroeër beleef is, kan nie afgeleer word nie want daar bestaan nie 'n basiese vertrouensverhouding nie. Wantroue word nie deur 'n nuwe struktuur of 'n nuwe kantoor opgelos of weggeneem nie. In die oorgangstydperk is daar kunsmatigheid in verhoudinge. (Delianne)
3. Impact of the collegial conduct on experiences and relationships	**3.1 Hostility between people of opposing views** **3.2 Power struggles between opposing groups** **3.3. Discrepancy between private and public opinion**	• Dit is vir my verstommend dat mense nie die uitdagende aspekte kan raaksien nie; dat hulle vasval in emosies en in hulle persepsies en vrese. Die negatiewe ervaring van die transformasie (*vir my*) was veroorsaak deur die negatiewe reaksies of weerstand van kollegas op transformasie. (Delianne). • Wat my wel negatief gestem het en waarteen ek weerstand gebied het, is oor die negatiewe reaksies van ander kollegas op die proses. Ek het gevoel hulle hou die transformasie -proses terug. (Pedro) • ... mense wat nie kan verander nie veroorsaak by persone wat positief is oor die verandering, wat die verandering teweegbring, ook weerstand uitlok en so 'n groep sou bv. dan sterker na links gaan, 'n drukgroep vorm om so hulle standpunte te probeer deurvoer. (Delianne) • It seems to me that a lot of people appear to be pro-transformation but they complain about it in the corridors. (William)

4. Perceptions regarding re-deployed staff		• Party mense is in 'n klein vakgebied opgelei, baie gespesialiseerd en het nie iets anders om aan te bied nie, wat nie kon oorskuif na 'n ander fokusgebied toe nie. (Anja) • Wat ek wel voel wat my so 'n flentertjie pla,... die mense wat nou intree in hierdie vakke en moet begin deelneem daaraan,... ek wonder in watter mate is die mense werklik onderlê. (Ute) • Hulle is onwillig om heropgelei te word. Baie van hulle stel nie rêrig belang nie... Persone uit vorige departemente wil hulself nie laat heroplei nie, hulle wil egter nie saamspeel nie. (Pedro)
5. Disruption of informal networks		• Baie van die akademiese geprekke vind toevallig plaas, jy besluit nie nou moet jy met iemand gaan praat nie. Jy loop iemand in die gang raak, of jy en nog iemand werk laat die middag en dan praat jy sommer in die gang of oor 'n koppie tee... Dis weg, dis weg. (Heike)
6. Changing "truths" and changing relationships		• Daar is ook meer verdraagsaamheid, bv. dit is nou positief vir my wat baie lief is om sekere werk te doen... aan die een kant was daar die verruiming gewees in perspektief, filosofie...(Pedro) • Aan die een kant was daar die verruiming gewees in perspektief,... maar dit het ook 'n backlash gehad. En wat ons baie sleg ervaar...daar was 'n taamlike sterk aanval op ons groep geloods asof ons nou sou onchristelike of anti-christelik wees in ons beskouing en dat ons hulle nie wil ruimte gee om hulle standpunt te stel nie (Pedro)

(b)   Power struggles between groups of opposing opinions

Apart from responding negatively to colleagues who rejected (or supported) the transformation, participants observed the development of groups within the organisation in support of their particular view and opinion; some even canvassing for support for their view. It thus seems that the introduction of transformation started a power struggle between groups of opposing views (see Delianne, Pedro). Each of the groups struggled and worked to gain ground and support for their particular opinion during the process. Such power struggles between colleagues can be detrimental to interpersonal relationships and future cooperation between opposing colleagues may be compromised.

(c)   Discrepancy between private and public opinions

One participant mentioned observing a discrepancy between some employees' public and private opinion about the transformation. This discrepancy may be a reflection of the level of uncertainty and anxiety among employees during such a process. For reasons such as continued employment they may agree with the new direction in public although they disagree personally. They may not feel safe enough to express their personal opinion in public.

2.3.1.4 The sensitive nature of redeployed staff

The reallocation of employees to areas in which they were not necessarily trained did not necessarily happen unnoticed. It caused skepticism among colleagues about these employees' ability to contribute to a new specialist area. They were perceived as unwilling to be retrained and using their inappropriate skills as an excuse not to be involved in the process. This seemed to be an issue of discomfort among employees who worked hard and were committed to the process (see Anja, Ute, Pedro). It seems valid to deduce that redeployed employees are carefully monitored by their colleagues in terms of the extent of their participation in the process and their willingness to be retrained. On the other hand, redeployed staff have to deal with the colleagues' prejudice with respect to the adequacy of their newly acquired skills.

2.3.1.5 Disruption of the informal networks

Heike's remark about the accidental or casual discussions of important issues during tea break or in the corridors indicated that much of the vibrant, serious, professional discussions about work happens outside formal meetings and events. The informal network in an organisation seems to be a crucial communication channel and source of information and sharing for both the social and professional spheres of the organisation. It is evident that the relocation of employees to new units and offices disrupted this vibrant communication network. Hampering the informal networks during a transformation process may thus not only negatively affect employees' social needs and functioning, but also their professional functioning in the organisation. During a taxing process such as transformation it seems worthwhile for an organisation to recognise and utilise the potential contribution of such an informal network, which presupposes an approach of minimal disruption or mitigating strategies to maintain the networks.

2.3.1.6 Changing truths and relationships

Pedro described a change in attitude towards him and his community activities. In the pre-transformation organisation community involvement was deemed an undesirable activity but in

the transformed organisation these activities became acceptable and desirable. It is thus deduced that during a transformation process a re-evaluation of the criteria for desirable or acceptable attitudes, activities and conduct happens. Previous truths or best practices could maintain validity in the new organisation, but as Pedro experienced, previous truths and best practices could also be replaced by new ones. It is further argued that this process of re-evaluation or transformation involves various dimensions of the organisation and could even affect areas not necessarily intended for re-evaluation.

A shift in thinking on the criteria for acceptability (in attitudes, activities and conduct) seems to affect an individual's position in the organisation. When what was previously considered unacceptable behaviour or conduct by an employee becomes desirable in the new organisation, that employee is more acceptable in the new organisation and could thus rise in his/her colleagues' esteem. The contrary could happen as well. Following this argument it is argued that a change in the criteria (or thinking) for acceptability and best practice may affect an employee's status in an organisation. A change in an employee's status may consequently affect his/her relationships with colleagues, which may be a source of tension or discomfort.

Delianne described it as follows: "*wat vroeër die underdog was, is nou die een wat toon aangee*".

The experiences of participants indicated that the transformation process elicited a battle between people for and people against the transformation. This battle or power struggle between groups of employees of opposing ideas may cause difficulties and tension in the inter-personal relationships. Having transformed the organisation into something new (accepting a new paradigm) does not necessarily mean that all employees accept the new paradigm and that all the difficulties in the interpersonal relationships have been settled. The question arises of how these opposing groups can be reconciled and the difficulties in the interpersonal relationships resolved? It seems crucial for the productive functioning of the new organisation that these tensions be solved. Based on Delianne's experience of rebuilding trust, it is clear that reconciliation and relationships of trust cannot be achieved overnight.

Related to the reconciliation of people is the reconciliation of beliefs. Although the danger of a too homogeneous belief system was mentioned by implication, some form of agreement is necessary for the organisation to continue as a focused and goal-directed unit. However, it is also acknowledged that some people will never agree (and perhaps should not agree). People who really feel strongly about it will eventually leave the organisation. The question is how the reconciliation of beliefs can be managed during the process to achieve enough congruence in thinking to ensure the effective completion of the process and future functioning of the organisation while also allowing for enough diversity in thinking to prevent tunnel vision.

2.3.2   The transformation provided new opportunities and room for new ideas

Respondents found the opportunities and the room for new ideas provided by the process of transformation one of the definite positive results of the initiative. Four sub-categories were identified which serve as motivation or clarification for the positive experiences: (1) the challenges posed by something new, (2) the freedom to be creative, (3) the opportunity to develop a product to personal satisfaction and (4) having the responsibility for the development and out-

come of the initiative. Table 4.7 represents participants' verbatim comments subdivided into the four sub-categories.

2.3.2.1 Respondents found the new opportunities resulting from the process exciting, interesting and challenging (see Anja, Delianne).

2.3.2.2 Changes in the organisation's structure and the conceptual boundaries contributed to respondents' experience of greater freedom. This freedom referred to the freedom they had to do their own thing (see Pedro); the freedom to move beyond previous conceptual boundaries (Robert) and specifically the intellectual freedom to be creative and innovative in the development of a product (Drohan, Anja, Ute).

2.3.2.3 An additional advantage of the freedom participants had to develop new products was the opportunity it gave them to develop a product they felt personally comfortable with; something they could associate with (see Ute, Anja and Robert). It may be argued that the importance of a satisfactory product is that it is perceived as a reflection of their professional thinking, as an artifact used by clients and the external world to get to know them and judge them as professionals.

2.3.2.4 It is finally deduced that experiencing the new opportunities and greater freedom as a positive development depended on the extent to which the responsibility of the creative process resided with the individual employee. Those who had the freedom as well as the responsibility for the new initiatives found it predominantly positive (Drohan, Anja Ute). Soonja's initial positive experience of the challenge to develop something new turned into a very negative one when the responsibility for her initiative was taken away. It may be argued that having responsibility for something is a reflection of the organisation's trust in the particular employee to perform the task successfully. Removing the responsibility may therefore be seen as a motion of distrust expressed by the organisation in the particular employee.

Table 4.7: New ideas and new opportunities as a result of the process

NEW IDEAS/OPPORTUNITIES	ABBREVIATED COMMENTS (Verbatim)
The challenge of something new	• Die nuwe kursus wat ek aanbied, is vir my uitdagend en ek geniet dit… dit is interessant en dis nuut. (Anja) • Dit het vir my eintlik 'n deur oopgemaak… ek het die uitdagings en die nuwe geleenthede gesien. (Delianne)
Freedom to be creative	• Dit is wonderlike om 'n nuwe kursus te skep… Buiten die buite-persone het ek die vryheid om die kursus te ontwerp. (Drohan) • Dit is lekker om kursusse self te ontwikkel. (Anja) • Maar dit gee dan ook vir die individu 'n bietjie meer vryheid om sy eie ding te doen. (Pedro) • Dit is 'n groep mense wat groter vryheid beleef, hulle word nie meer aan bande gelê nie… vryheid om oor genres heen te werk. Wat ek besonder positief ervaar, is die groter mate van vryheid. (Robin)
Development of product to own satisfaction	• In ander kursusse wat ek aangebied het, was daar soms boeke voorgeskryf waarmee ek nie saamgestem het nie maar ek moes dit gebruik. Dit is baie lekker om kursusse self te ontwikkel. (Anja) • Maar toe ek met die kursus begin het, kon ek doen wat ek in die ander kursus nie kon nie. (Ute). • Vir baie jare al was daar 'n behoefte om inhoude te verander – hulle ideale is skielik verwesenlik. (Robert)
Responsibility for the initiative	• Buiten die buite-persone het ek vryheid om die kursusse te ontwerp, dit is my produk wat ek onderrig en wat meer wil 'n mens hê. (Drohan) • Ek kan self kursusse skryf. (Anja) • What upset me most was that the responsibility for the development and the trust was removed. I had to produce the material but I had no say over it. (Soonja)

2.3.3   Perceptions and experiences of the management of the process

The management of the transformation process was one of the themes that featured quite often in participants' experiences while these experiences were also predominantly negative. Six sub-themes were identified that provide information on the particular areas or issues participants found problematic in the management of the process. Table 4.8 presents participants' verbatim comments in the right hand column with the sub-category they described in the left hand column.

2.3.3.1 Extent of consultation during the process

(a)   Negative results of perceived lack of consultation

The many negative comments about the lack of consultation indicate that employees put a high premium on consultation in decision making during a transformation process. It is clear from the comments that respondents felt particularly negative and upset about those decisions on which, in their opinion, little or no consultation took place. Implementation without consultation created the impression that employees were regarded as objects or possessions of the organisation that could be moved around without any impact on them. Anja's positive experience of a decision despite her disagreement with the decision, is a clear illustration of the value of involving or con-sulting employees in decision making. Furthermore, it seems that negative feelings about the lack of consultation are not easily soothed, even if reasons are provided afterwards, and may thus have a prolonged effect on the relationship between management and staff members. It is thus deduced that the extent of consultation plays a significant role in influencing people's experiences of a transformation process. The way decision making is managed during the process seems to be just as important as the actual decisions themselves.

(b)   Different perceptions of adequate consultation

It is quite significant that while employees found the process not consultative enough, Robert as manager experienced the extent of consultation as excessive and overestimated. At times he felt that the decision making was hampered by the demand for consultation. These experiences illustrate the differences in opinion that may be prevalent between management and the general staff during a transformation process. Conflicting opinions and experiences, sometimes even without the knowledge of disagreements, may have a negative effect on the process as such and on the relationships (of trust) during and after the process.

2.3.3.2 Employees' involvement in the process

Heike was of the opinion that in the management of the process, the organisation was perceived as consisting of structures instead of people. She felt that not enough was done to take the people along in the process, to allow them the opportunity to take ownership of the process. Ownership would imply that employees' had the opportunity to participate actively in and influence the process. Drohan's positive experience of his involvement in the process as co-constructor illustrates the advantage of allowing people to take ownership of the process. [It is not the researcher's intention to give an assessment of the extent to which the organisation had involved employees in the process. The point of the argument is the issue of involvement and especially the advantages of doing so.]

2.3.3.3 Acknowledging the emotional impact of a transformation process

(a)   Different perceptions about the impact of the transformation process

Soonja felt that management was not aware of and even refused to acknowledge the emotional experiences of employees resulting from the process. Robert actually confirmed that the management committee perceived the so-called emotional impact of the process as a non-issue which did not deserve the management committee's attention and intervention. However, Robert was of the opinion that, as a committee, they should have done more to support and accommodate the people.

Having discussed participants' personal experiences of the transformation process, it is clear that many of them found the process emotionally traumatic and taxing, irrespective of their agreement or disagreement with the decision to transform. It is clear that transformation not only affects employees on an intellectual or professional level, but also on an emotional level. The question thus arises of why the management committee was unaware of and/or ignored the emotional impact of the process on employees. Such a mismatch between management's perception of the well-being of staff and their actual well-being may have far-reaching implications for the emotional well-being of employees, the productivity of the organisation and the mutual trust and understanding between management and staff.

(b)   Sharing of experiences

It is quite significant that Soonja realised that as colleagues they had not shared their personal and emotional experiences of the transformation process. As manager, Robert observed that staff members had a need to talk to someone about their own experiences. He personally experienced a dire need to discuss and share his problems, anxieties and frustrations with someone. Thus, not only staff members had a need to discuss their feelings but also those responsible for managing the process. However, the various experiences of participants reveal that no opportunity or channel was created for discussing or sharing experiences, feelings and anxieties. Furthermore, not even close colleagues felt at liberty to discuss their experiences and feelings with one another. Although people from different levels experienced the need to discuss their experiences with someone, this topic was consciously or unconsciously treated as taboo within the organisation. This might perhaps explain management's choosing to disregard the emotional impact of the process. It may be argued that a tacit, collective assumption ruled emotions and experiences as an inappropriate point of discussion in the work environment and/or it could simply be a reflection of an inability of people generally to deal with emotions.

However, ignoring this dimension does not contribute to employees' well-being and eventually to the organisation's optimal performance. On the other hand, the question may be raised of the ethical responsibility of an employer for the psychological and emotional well-being of employees during a transformation process.

2.3.3.4 Leadership providing a vision

Drohan and Pedro felt that the process lacked clarity in its direction; it lacked the vision needed to direct the decision making during the process and to motivate the people. In Drohan's opinion, this was among others the reasons for people's apathy simply because they did not know where the organisation was heading.

2.3.3.5 Hidden agendas during a transformation process

Pedro seemed to be disillusioned by his observation that some people involved themselves in the process simply to protect their own positions of power with the organisation. They were not necessarily concerned about working in the best interests of the institution and not necessarily focused on its objectives. Soonja also referred to the bureaucracy that bogged the process down. This raises the question of the nature of a transformation process: is it to be expected that a transformation process will be affected and side-tracked by personal agendas and red-tape or to what extent are these issues a reflection of the management of such a process, or perhaps both?

2.3.3.6 Infrastructural issues and practical implications of transformation

The extent of infrastructural support, access to resources and administrative clarity played a role in employees' experience of the process and in the performance of their professional responsibilities. Robert indicated that this dimension was overlooked in the management of the process and thus resulted in insufficient provision of support and administrative confusion. This inhibited the functioning of employees and contributed towards feelings of negativity. Given the increased work load and the emotional impact induced by such a process, it seems vital that an organisation alleviate as many hurdles or difficulties as possible (especially practical, tangible ones) to enable employees to cope with the work load and contribute to the bottom line of the organisation.

2.3.3.7 Time-consuming nature of a transformation process

Robert felt that a definite negative aspect of the process was the time it demanded. It should be realised that staff members and the management team participated (managed) in the transformation process while at the same time they also had to continue their usual professional activities. It seems valid to deduce that the efforts to remain on schedule with the process and be punctual with the usual activities, increased the demand on people (increasing the levels of stress), highlighting once again the impact of the process on employees.

From participant's comments it seems important to distinguish three dimensions of a transformation process:

(1) The theoretical decision to transform. The decision to transform from one paradigm to another also involves other theoretical decisions for example a necessary change in the structure of the company, or change in the style of management or communication.

(2) The decision to transform or to change to something else has to be implemented to give body to the actual decision. As illustrated by participants' comments regarding the lack of consultation during the process, it is clear that employees may agree with the theoretical decision to transform or to change the structure, but disagree with how the decision is actually implemented. Robert also highlighted the problems experienced with the way of implementing the transformation.

(3) The practical implications or results of the decision. The decision to change the structures was fairly acceptable to most employees. However, the practical implications of the decision, namely the relocation to new offices, which resulted in unclear reporting structures, insufficient

administrative support, insufficient access to resources and a break in the informal networks were perceived as very negative implications of the decision.

When discussing employees' experiences of transformation, it should be clear which one of the three dimensions is being referred to, namely the (1) theoretical decision in itself (eg, move to a new paradigm), (2) how the decisions are implemented (eg, extent of consultation), or (3) the practical implications of the implementation. It is thus argued that in the management of a trans-formation process, cognisance needs to be taken of all three dimensions as they all have the potential to influence experiences of the process significantly. It is possible that employees may become negative about the theoretical decision because of shortcomings in the other dimen-sions. Reflecting on the completed transformation process, Pedro commented as follows:

> Ek dink die besluit om te transformeer was op sigself nie problematies nie, maar wel die implementering daarvan.

Table 4.8: Perceptions and experiences of the management of the transformation process

MANAGEMENT	COMMENTS OF RESPONDENTS (Verbatim)
Consultation	• The average lecturer in the faculty does not actually perceive that as being consultative, we don't necessarily experience a genuine consultative process. (Soonja) • Persone is eintlik soos 'n pion geskuif... Ek het dit ervaar as 'n geweldige harde besluit...Mense is nie genoegsaam gekonsulteer in hierdie besluit nie. (Anja) • Die fisiese verskuiwing was vir my ook baie sleg (maar) ons is (wel) gekonsulteer oor wat ons dink en dit was vir my baie goed. (Anja) • Maar die wyse waarop die werkverdeling gedoen is, is baie negatief ervaar. Daar was nie konsultasie in die proses nie. (Heike) • Wat vir my belangrik is om daar te sê, is dat ek geen sê gehad het nie dat ek oorgaan... toe is daar redelik arbitrêr net gewoon besluit waarheen jy gaan en watter kursus jy gaan doen sonder konsultasie. (Pedro) • Die oordrewe beklemtoning van demokrasie, die oordrewe raadpleging ervaar ek as negatief. Jy moet baie mense raadpleeg en verduidelik. Die probleem is dat besluite nie gekommunikeer is nie. (Robert)
Involving/accom modating people	• My opmerking aan die komitee was dat as julle nie die mense kan saamvat nie, as julle nie mense kan kry om ownership te vat nie, dan kan julle strukture verander tot jy blou word. Maar 'n organisasie bestaan nie uit strukture nie. (Heike) • Miskien is dit goed as 'n mens ouens kan saamvat deur hulle in die proses betrokke te maak en vir hulle te sê jy kan jou stempel afdruk. (Drohan) • Maar die plan het ontwikkel soos wat ons verander het...dit het ook sy meriete want dan het almal 'n inset en jy kan gedurig die plan verander soos dit nodig is. (Drohan)
Acknowledging and dealing with the emotional impact of the process	• Ek het die vrae gevra oor hoe dit die mense gaan raak. Vir hulle (UKF) was dit 'n minor issue. Van my kollegas se verhoudinge het verbrokkel, een is in 'n kliniek opgeneem, 'n ander uit die vriendekring geskop. My vraag is in watter mate is hierdie probleme geskep of aangehelp deur transformasie. My mening is dat ons dit geskep het. (Robert). • I think there is a gap in how the transformation process is perceived by management and how it is actually experienced by the people. I think management refuse to accept the experiences of the people. (Soonja) • I am realising that I haven't spoken to my colleagues enough about it. Which in itself says something that we haven't sat down in our departments or in our groups and actually talked about it. (Soonja) • Probleme van mense lê op die vlak van 'n nood om met ander te praat. (Robert) • My probleem is, waar gaan die dekaan en die departementshoof heen vir gesprek? Ek het 'n geweldige behoefte om vir iemand te sê watter probleme ek ervaar, om my eie frustrasie uit te spreek. (Robert)

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Leadership to provide vision and direction	• Ek sou daarvan gehou het as daar 'n plan was voordat ons verander het. Ek dink as 'n mens 'n plan het of 'n model waarna jy toe werk dan sal mense meer geneig wees om saam te gaan omdat hulle weet waarheen hulle gaan. (Drohan) • Daar was nie leierskap nie. Leierskap is om visie oor te dra aan die mense (Pedro)
Hidden agendas	• There was a lot of bureaucracy involved in the transformation but maybe processes take a lot of time. (Soonja) • Ek besef daar is baie belange wat beskerm word ... magsbelange, en dan sit jy met magspeletjies wat mense speel. Dat mense nie rêrig wil verander nie, dit gaan vir hulle meer om oorlewing ... Ek dink die groot probleem met transformasie is eie belang wat heeltyd in die pad kom. (Pedro)
Infrastructure and practical implications of decisions	• Al hierdie probleme moes uitgesorteer word: probleme rondom ameublement en apparatuur... Dit is klein goedjies wat mense gelukkig maak in hulle werk. Dit is in die transformasie geïgnoreer. (Robert) • Omdat ons aan programme/kursusse werk, is dit nie altyd duidelik waarheen die tikwerk moet gaan en hoe dit verdeel moet word nie. Administrasie en finansiering word baie negatief beleef. (Robert)
Communicating the benefits	• ... unless you can convince people for the need to change, you ar e no going to get people to change. People have to see that there are benefits in the change and this it is not change for the sake of change or change for some ideological, political reason. (Soonja)
Transformation a time-consuming exercise	• Die geweldige tyd wat dit geneem het, die organisasie of die by - mekaar-hou van dinge. Die werksverdeling het bv. 'n minimum van drie maande geneem. (Robert)

2.3.4   Introduction of uncertainties in particular personal and organisational spheres

The comments of participants revealed that the transformation process and all the changes it involved, introduced uncertainties in the work environment. The areas in which uncertainties were experienced are indicated in Table 4.9.

2.3.4.1 Economic uncertainty

The transformation process posed a threat to employees that they might have to go on early retirement or be regarded as redundant in the new organisation. Employees' comments indicated that the possibility of losing their jobs was a real concern for employees, even after the completion of the process. This concern was illustrated by employees' sensitivity about the "weight" of their contribution as reflected in the distribution of work, the criteria for "forced" retirement as well as the tendency to over-extend themselves in terms of the workload (see Delianne's comment regarding the workoverload of colleagues for fear of losing their jobs). It is inevitable that uncertainties about job security and consequential economic instability contributed to employees' experience of the transformation process as stressful and difficult to deal with.

2.3.4.2 Personal and/or professional uncertainty

Some employees felt that, because of the many changes resulting from the process, they simply could not continue functioning in the way they used to in the organisation. For some employees, the absence of previous certainties, such as colleagues, friendships, structures and assumptions, had serious consequences. They had to redefine themselves in the new system and had to re-establish the criteria for acceptable professional performance. For some employees, this was a traumatic experience. However, not all employees shared this experience of professional uncertainty (see Ute).

2.3.4.3 Uncertainties over to the way of doing things

Moving to new departments, which meant a new or different style of management, manner of communication, informal interaction with and activities amongst colleagues, created feelings of uncertainty. Because of previous experiences, people had particular expectations of these issues. It is clear that it took some time for employees to settle into new patterns and it is seems as if this dimension also contributed to anxiety and interpersonal tension.

Table 4.9: Introduction of uncertainties

AREAS WHERE UNCERTAINTIES WERE INTRODUCED	COMMENTS OF RESPONDENTS (Verbatim)
Economic insecurity	• In 'n sekere sin, veral in my ouderdomsgroep, weet 'n mens daar moet môre, oormôre besluit word alle mense bokant 55 moet aftree... die moontlikheid van 'n ekonomiese onstabiliteit, het ek as negatief ervaar. (Stephan). • Die gedagte aan AA en die onsekerheid wat daarmee gepaard gaan... Nou wil mense meer punte of ure hê (in the division of labour) want hulle is bang hulle word op grond daarvan retrench. (Robert)
Personal and/or professional uncertainty	• Ek voel oor my siening van wat wetenskap is en van my taak as dosent ... maar nou kom die ouens en hulle skiet gate... in daardie benadering. Dit het my in 'n geweldige mate ontgogel selfs soveel so dat ek nou nog nie weet wat ek eintlik moet doen nie. Ek voel in my wese onseker en dit maak jou minder effektief. (Stephan) • Ek moet myself herontdek in hierdie nuwe omgewing. (Pedro) • Ek het half gevoel of dit my nie raak nie omdat ek kursusse het wat ek aanbied en die Universiteit verwag nie van my om heeltemal iets anders te doen nie. (Ute)
Uncertainties with respect to the way of doing things	• Ek sou dink mense het dit nuut ervaar, ons het nie geweet hoe dit werk nie bv. koek en tee elke maand, soos waar kry jy jou briewe. Dit het niks te doen met ons werk as sulks nie, meer met die opset. (Anja) • ... dit het tot gevolg gehad dat toe ons in die nuwe departemente ingekom het, het ons met verskillende style gesit. Mense het dan ook verskillende verwagtinge van die nuwe departementshoofde gehad – wat toegelaat gaan word en wat nie. (Heike)

2.3.5   Re-assessment of personal, product and organisational relevance

Some of the participants felt particularly positive about the fact that the transformation process encouraged them or required them to re-evaluate the status quo. Table 4.10 presents the areas of evaluation.

2.3.5.1 Personal, product and organisational relevance

Due to the process, employees had to consider the organisation's role and relevance in the broader, external environment. This included a re-assessment of the applicability and relevance of the products to clients. It also gave individuals the opportunity to re-evaluate their own situation and future role in the organisation. This re-evaluation contributed to a positive experience of the process.

2.3.5.2 Reassessment of personal beliefs

Exposure to a changing or alternative organisational philosophy or paradigm forced people to be critical about the validity of their own conviction or beliefs. In other words, it encouraged people to consider and acknowledge alternative beliefs as acceptable and in that way contributed to a more inclusive way of thinking as opposed to an exclusive way. This seems to be a positive outcome of the process.

2.3.6   Workload

The increased workload as a result of the process contributed to participants' negative experiences of the transformation process. Table 4.11 provides descriptions of these experiences as well as their observations of the conduct of colleagues in this respect.

2.3.6.1 Personal experience of an increased workload

Participants found the development of new course material and their participation in the transformation process, over and above their usual professional responsibilities, a tall order. The heavy workload tended to bias their perceptions of the process to the negative side. It evoked negative responses and resistance even in cases where people actually agreed with the transformation process. The workload seemed to increase participants' levels of stress significantly. Doubts were also expressed about the quality of new products given the limited time they had to develop these products. It may thus be argued that the increased workload resulting from such a process may in itself have a significant physical and emotional impact on employees, irrespective of their particular attitude towards the process. The increased workload, in itself, may thus elicit negative experiences of a transformation process.

2.3.6.2 Perceptions of colleagues' conduct in this regard.

People were not only affected by the increase in the workload, but also by their observations of colleagues' workload. Those employees who seemed to be less engaged elicited negative and hostile feelings from those who had a heavy load to carry. Contrary to limited involvement, it was also observed that some colleagues overextended themselves for fear that they would be retrenched. Participation in some activities was therefore not necessarily driven by particular skills or interests, but by the fear of losing their jobs (see also the introduction of uncertainties). This kind of behaviour may be seen as a reflection of the anxiety and lack of psychological safety some employees experience during such a process.

Table 4.10: Opportunity for re-assessing personal, product and organisational relevance

AREAS OF RE-ASSESSMENT	COMMENTS OF RESPONDENTS (Verbatim)
Personal, product and organisational relevance	• The positive in general has been that it has forced us to get out of our rut to start addressing realities, the realities facing us as individuals, courses, Unisa as a whole. (Soonja) • Ek dink ons is nogal gedwing om van ons vakinhoude aan te pas vir die huidige situasie en daaroor is die meeste van ons baie opgewonde. (Anja) • Ek dink wat positief is, is dat ons nou uiteindelik begin om die gemeenskap se behoeftes aan te spreek met ons studiemateriaal, dat ons besig is om relevant te raak. (Pedro)
Re-assessment of own beliefs	• Die transformasie het mense regtig gedwing om ...nie net klakkeloos na te volg nie. Om ...op 'n meer intellektuele vlak miskien te glo, emosioneel te glo, daar is net een regte antwoord. (Delianne)

Table 4.11: Perceptions about the workload

ISSUES REGARDING WORKLOAD	COMMENTS OF RESPONDENTS (Verbatim)
Heavy work load	• Die geweldige werkslading. Dit het beteken dat ons kursusse steeds moes voortgaan en aan die ander kant nuwe kursusse skryf. Ek dink dit is maar ook die gees van die negatiewe houding wat partykeer oor mens gekom het omdat jy oorwerk is. (Anja) • Te midde van die ou werksdruk, moes jy probeer om 'n nuwe kursus te skryf met die gevolg ek het 'n bietjie bedenkinge oor die kwaliteit van die skrywery. (Ute) • 'n Ander negatiewe aspek was die geweldige oorlading van werk ... dit laai baie stres op jou tot jy op 'n punt kom waar jy sê nou moet ek uitgooi ongeag miskien van jou behoefte. Almal het 'n werkslading gehad wat ek dink ook weerstand teweeggebring het wat by sekere mense seker nie noodwendig so 'n reaksie sou ontlok nie. (Delianne)
Perceptions of colleagues' behaviour	• Saam met die baie werk het ons dit baie keer ervaar dat jy jou oor 'n mik werk en 'n ander sit die koerant en lees (Anja). • Wat ook gebeur het, baie mense het verskriklik gehardloop om die nuwe kursusse te ontwikkel om sogenaamd werk te hê. (Delianne)

2.3.7 Changing the way of doing things

Participants identified four areas in which, according to their experiences, the previous practices of the organisation had changed. Table 4.12 presents participants' verbatim comments on the four areas.

2.3.7.1 Management style

Participants felt that the organisation's management style changed from formal and authoritarian to a more participatory, relaxed and flexible style. This was experienced as a positive result of the transformation process. However, it seems as if the management team was not always successful in upholding the new management style, and occasionally fell back on the previous management style, which resulted in really negative experiences of the management and the process.

This leads to the realisation that the decision to move to a new style of management does not necessarily mean that managers are trained and experienced in this new way of doing things. It is also clear that failure to apply the new management style consistently can contribute to staff members' negative experiences. Employees may doubt management's commitment to the new way of managing the organisation. It thus seems important for the decision to implement a new management style to also be accompanied with efforts to equip managers with the know-how to understand and implement it.

2.3.7.2 Extent of individual participation

Pedro indicated that colleagues seemed to express their own opinions more freely and participated more in organisational activities than previously. Some colleagues even got involved in broader university-related activities. Various deductions may be made from these comments: (1) In the first place it may be argued that as a result of the transformation process itself, previous behavioural restrictions or codes of conduct were no longer or to a lesser extent applicable. This created the opportunity for employees to become more active. (2) In the second place it may be argued the momentum or energy created by employees' participation and involvement in the various transformation committees simply spilled over into other areas of the organisation. In other words, some employees discovered their abilities to make contributions and continued doing so in the transformed organisation. (3) In the third place, it may be argued that the more participatory style of management provided the opportunities for employees to express their opinions and participate in activities without fear. (4) It is also possible that the increased participation happened as a result of a combination of all three reasons.

2.3.7.3 Introduction of debate

Colleagues were perceived to be more open about their own assumptions and beliefs (relating to work issues) and entered into debate about different assumptions. This comment leads to the deduction that a transformation process perhaps forces people to become aware of and define the assumptions and beliefs according to which they function. It is possible that employees are not always sure of the assumptions that guide their functioning and simply abide by the organisation's dominant paradigm. The organisation's move to a different paradigm may contribute to the realisation of people's own hidden assumptions and even the realisation of the nature

of these beliefs or assumptions as negotiable or non-negotiable. Pedro found this critical debate an improvement on the previous silent agreement (or disagreement) with the organisational paradigm.

2.3.7.4 The role of women

According to Pedro and Anja, women played a more prominent role during and after the transformation than prior to the process. This was regarded as a positive result of the process. Various arguments may be presented for this stronger role of women. (1) It could have been as a result of a pertinent organisational decision to introduce gender (and racial) equality. (2) The transformation process introduced many changes. Some were formal changes, such as the new paradigm, new structures and committee and a new style of management. These formal changes triggered informal changes, such as the disturbance of the previous informal social hierarchy as discussed in interpersonal dynamics. These formal and informal changes could create the opportunity for employees to reposition themselves and find (create) a new role for themselves in the new organisation. In other words, employees (always) had the ability to play a strong role but were inhibited or disempowered by the structures, paradigm and processes of the old organisation. (3) Anja's remark that women had to learn to make a stand indicated that there was also a learning process involved for women. It may thus be argued that, apart from opportunities created by the process to redefine a new position, women (and perhaps all employees) had to learn to play a new role in the transformed organisation. They had to unlearn the previous unobtrusive role and re-learn a more active role. (4) Finally, it may be argued that the nature of a transformation process is such that it forces employees to be more aggressive or dominant in order to survive the process and acquire a position in the new organisation.

Table 4.12: Changing the way of doing things

AREAS WHERE CHANGES WERE EXPERIENCED	COMMENTS OF RESPONDENTS (Verbatim)
Style of management	• Miskien is dit 'n semi-positiewe ding dat sekere dinge meer openlik plaasvind as van tevore. Sekere goed word meer geraadpleeg, meer gekommunikeer. Mense ... het dit nou bevrydend gevind om te kan praat. (Heike) • Dit was miskien 'n werklike begeerte om meer transparant te wees maar omdat jy nooit daaraan blootgestel was voorheen nie, het van dit geboemerang. Dit is 'n mengsel van mense wat nie weet hoe om die culture van konsultasie en participative management te hanteer nie. Hulle sê dit is goed maar doen dit nie altyd nie. In daardie opsig is dit da n negatief. (Heike). • Ek dink wat positief is, ... daar is 'n groter mater van deursigtigheid en deelname. (Pedro). • Die nuwe bestuursyl word positief beleef. Die vorige styl was streng, outokraties en kwaai. Mense kan nou vreesloos werk. Daar is groter buigbaarheid, deelnemende bestuur. (Robert)
Extent of participation	• Jy weet, ek sien ook groter deelname aan kongress, en dat mense meer bereid is om hulle eie sê te sê. 'n Verdere ding wat positief is, ek sien 'n klomp mense hier wat nou nie net binne die Fakulteit nie maar ook binne die Universiteit betrokke geraak het. (Pedro)
Nature of debate	• Daar was nooit in die verlede hierdie openlike debat nie, nou het ons dit. Dit is die een goeie ding dat mense nou bereid is om op te staan vir dit waarin hulle glo. (Pedro)
Role of women	• ... weet jy wie in die nuwe opset blom, is 'n klomp vrouens want die deure het vir hulle oopgegaan en dit is asof hulle bemagtig is. (Pedro) • 'n Ander positiewe aspek is dat vrouens geleer het om onsself te handhaaf wat baie goed was. Ek het agtergekom dat vrouens hulle monde kan oopmaak... Met die oorkom na die nuwe departement moes jy jou man kon staan en ek dink ons het dit reggekry. Ek dink in 'n mate het hulle geleer om hulle man te staan... Dit is vir my baie prominent dat v rouens sterker na vore gekom het. (Anja)

2.3.8   Perceived outcomes (successes or failures) of the process

Following participants' comments it seems that their perceptions of the outcomes of their efforts during the process had an influence on their experiences of the process. Tangible outcomes or successes as a result of their participation (eg, course material, the election of a representative committee or the decrease in negative reporting on the activities of the organisations) contributed to employees' experience of the process as successful and worthwhile. On the other hand, activities leading to no visible or tangible results seemed to have created feelings of despondency, negativity and even resulted in employees disengaging from activities. See Table 4.13 for the verbatim comments of participants

Employees need to experience some kind of progress during the process, assuring them that their efforts are worthwhile and contributing to the good of the organisation. The effect of perceived outcomes on employees' experiences and attitudes needs to be acknowledged in the management of the process. It is deduced that the communication and sharing of successes of endeavours can contribute to positive experiences of the process and possibly lead to maintained participation and belief in the process. Activities and efforts leading to no clear outcome or negative outcomes as well as activities simply continuing without any direction or objective can do much harm in instilling negative feelings towards the process and can even result in employees disengaging from the process.

2.3.9   Career implication of the transformation

Both Stephan and William were negatively affected by the decision to change the composition of the executive committee of the organisation. To understand the impact of the decision, it should be realised that seniority, success and status in the organisation were awarded in two ways. The first path involved professional academic competency and consisted of various levels of seniority ranging from junior lecturer to full professor, the highest possible level. This path may be regarded as the primary system for rewarding excellence and proficiency as this was done by the application of formal criteria for competence for each of the levels. The second path of upward mobility or status in the organisation entails representation on influential structures in the organisation (such as the departmental management committee) with the dean of the Faculty as the highest position. This path is referred to as a secondary reward system as these positions were normally awarded to people in senior academic positions or they were elected to these positions as a result of colleagues' perceptions of their competence and ability to contribute to the management of the organisation. The primary rewards system therefore focused on employees' "objective" academic competencies in their particular subject area while the secondary rewards system had more to do with their perceived standing in the organisation and their perceived ability to contribute to the management of the organisation. Thus an employee's position or status in the organisation was reflected by his/her academic position (lecturer etc) as well as his/her managerial position.

Changing the structures (and criteria for achieving membership on committees etc.) in the organisation during the process of transformation inevitably affected the previous positions of seniority and status. These changes not only affected the people who used to be in the senior or managerial positions, but also affected those employees who aspired to get to those positions. Stephan indicated that the change in the managerial structures that used to confirm his success

and competence contributed to his feeling insecure and doubting his own competence. He experienced the loss of his position in the management committee as a humiliation. William described the change in the management structures as a cruel decision. Becoming a member of the management committee was something he had aspired to, something he had worked for many years but in the transformed organisation these aspirations were shattered.

> Veral in die begin van verlede jaar was dit vir my 'n geweldige trauma om maar net 'n gewone departementslid te wees en geen aansien te he in terme van die bestuur- en besluitnemingsprosesse in die departement nie. (Stephan)

> The executive is now more democratic but it also is difficult to accept. After climbing up the ladder to reach that point (Executive Committee of the Faculty) the new set-up can be a bit cruel - a cultural shock. (William)

These experiences illustrate the perceived impact of the transformation process on the status-giving structures and symbols in an organisation. Not only are the people represented in the old structures or positions affected, but also those aspiring to those positions. It is thus argued that in the management of the process, attention should be given to those employees who have to resign from positions (or simply lose them) as a result of changing structures and criteria. Secondly, previous status-giving structures or positions need to be translated to the new system and/or new status symbols and structures need to be created for the new system to accommodate the aspirations of younger employees. At a minimum level, the issues of upward mobility and gaining status (or esteem) need to be dealt with during the process. Ignoring this aspect of the process seems to have a significant effect on employees' experience of the process; especially those who were in the affected positions or those very close to obtaining such positions.

2.3.10 Diversity and representation

Comments about representation revolved mainly around two issues namely (1) the composition of committees in the organisation, and (2) the staff profile reflecting the diversity of society. Table 4.14 provides participants' verbatim comments on these two sub-themes.

2.3.10.1 With respect to the composition of organisational committees, some respondents felt positive about the move towards increased representation. Committees seemed to be more representative of the total staff component in terms of gender, race and job level. It is significant that the inclusion of women and black people on the selection committee contributed to Anja's feeling of the process being honest and transparent. Her particular experience leads to the deduction that employee representation on the various committees may contribute to their experience of the organisation as more accessible and approachable.

2.3.10.2 A more diverse staff profile, representative of the demographic profile of the broader society or external environment, was also perceived as providing the organisation with an improved ability to understand and deal with clients' needs (external environment). It should be kept in mind, however, that several respondents were of the opinion that the staff profile was not representative enough (see Soonja and Leslie's comments about the post-transformation phase).

Table 4.13: Perceived outcomes of the process

PERCEIVED POSITIVE OUTCOMES OF THE PROCESS	PERCEIVED NEGATIVE OUTCOMES OF THE PROCESS
• Dit is positief beleef dat die druk van buite-instansies, veral die wat baie invloed het, afgeneem het. Die negatiewe kommentaar in dagblaaie in briewekolomme het baie afgeneem. Dit is as positief beleef. (Robert) • Die mense voel dat die kursusse die moeite werd is. (Robert) • Die nuwe gidse lyk mooi en ek is trots daarop. (Robert)	• There are opportunities for people to get involved. This is, however, also experienced as negative because there are too many committees going nowhere. My perceptions is that people then start to withdraw, disengage from activities because they are physically, emotionally and psychologically tired. (Soonja) • A negative side to the transformation process is that before we could benefit from the changes that took place, we were confronted with the financial problems of the University. (Soonja)

Table 4.14: Increased diversity in the staff and committee profiles

INCREASED DIVERSITY	COMMENTS OF RESPONDENTS
Diversity reflecting the profile of the whole organisation Internal value of diversity Diversity reflecting the profile of society	• My most positive experience was when the new executive committee became elected and it was actually representative of all the people in the Faculty. (Soonja) • In die onderhoude wat ek gehad het verlede jaar was daar vir die eerste keer dames op die keurkomitee. In al die ander onderhoude was dit net mans met swart pakke. Verlede jaar het ek vir die eerste keer gevoel dit is wonderlik want daar was iemand van die vakbond, iemand van die transformasieforum, mans – dit was anders. Ek het vir die eerste keer gevoel dit is oop, eerlik en dit is 'n fair deal. (Anja) • Ek is ook bly oor die transformasie in die opsig dat ons Swart en Indiër kollegas ingekry het want dit is hoe ons studente lyk. Feitlik 85% van ons studente is swart. Ons skryf wat in hulle skole aangaan. Dit maak dit makliker. (Anja)

2.4   Participation in the process: collaboration and resistance

In discussing respondents' way of participation in the process and their motivations for doing so cognisance needs to be taken of the original context of the data as this also provides valuable reasons for their conduct during the process. In a way, it may be argued that many (or all) of the positive results of the process, such as new opportunities and new ideas or the change in management style, motivated people to participate and to continue their participation in the process. These experiences have been discussed in detail and without a doubt contributed to understanding employee conduct during the process. However, in this section the discussion is focused on participants' reasons for participating. This section is thus slightly different from participants' experiences simply because these comments were not made in the course of the interview but were replies to a particular question.

Table 4.15 provides information on the following: (1) shortened comments of respondents' particular participation in the process (including contributions and resistance), (2) the core theme underlying the comments on contribution, and (3) the core theme underlying the comments on resistance.

The use of the terms "participation", "contribution" and "resistance" and the meanings ascribed to them, need to be clarified at this point. Resistance does not mean non-participation or lack of contribution. It may be understood as a specific kind of participation and even as a contribution. This meaning of the term is illustrated by participants' comments. However, to make a distinction between "agreement" and "disagreement" with aspects of the process, the term "contribution" is used to refer to agreement with decisions while disagreement with a particular decision or the expression of a different opinion is described as "resistance". At this point, no positive or negative value is attached to either of the concepts.

2.4.1   Reasons for participating in the process

The participants gave various reasons for their active participation in the process. These motivations or reasons are discussed below.

- It seems that an intellectual understanding of the necessity to transform or an intellectual agreement with the decision played a prominent role in participants' motivation for participation. Understanding and/or agreeing with the necessity to transform seems to have facilitated participation. However, in some respects it had no relevance. Stephan, for example, disagreed intellectually with the decision, but still participated. Ute, on the other hand, understood at least some of the reasons for transforming the organisation, but did not participate in transformation-related activities. It is thus concluded that an intellectual understanding of or agreement with the decision to transform facilitates participation in a transformation process. However, it is not a necessary or sufficient requirement for participation.

- In some cases, specific opportunities were provided to individuals (see Drohan, Soonja) and in other respects it involved the open invitation to employees (Anja, Delianne). The availability of opportunities to participate motivated employees to get involved in the process.

- The opportunity to co-construct the process and co-determine its actual outcome thereof, motivated some to participate (Drohan).

- The notion that the organisation needed them and that they were of value to the organisation and the completion of the process, moved employees to involve themselves in the process (Drohan).

- The process elicited participation because it provided employees with challenges and opportunities to be creative (Pedro, Delianne)

- A long term perspective, focusing on the eventual personal and organisational benefits of the process, motivated some employees to participate (William).

- A particular value orientation of commitment and loyalty to the organisation as well as a sense of responsibility, motivated employees to participate (Pedro, William, Soonja). It is also true that some employees had a responsibility for the process (Robert).

- It is also clear that some employees participated simply because they felt they had no other option. Because of fear of being victimised or losing their jobs, they had to go along with the process (Stephan, William).

It is thus clear that apart from and intellectual agreement with or understanding of the decision to transform, many other issues such as a particular value system, personal desires, the eventual benefits of the process or the lack of alternatives play a role in facilitating participation in the process.

TABLE 4.15: Motivation for participation in the process

COMMENTS	SUPPORT: THEMES	RESIST: THEMES
Drohan (1) In 'n mate het ek ook gevoel daar moet verandering kom (2) ...hulle het my gevra om daarby betrokke te raak (3) Jy voel jy is nodig en word geag (4) Ek was betrokke die heeltyd...jy kan jou stempel afdruk (5) Indien nie op intellektuele vlak saamgestem het nie, het ek dit gesê. Daar was die vryheid om te sê ...soos om Opvoedkunde uit te faseer... (6) Hulle het my by primêre onderrig ingedeel en ek het heftig gereageer daarop...hulle het toe wel daarop gereageer	(1) Intellectual agreement with decision to transform (2) Provided with the opportunity to participate (3) Felt needed by the organisation, felt important (4) Opportunity to co-construct the process and the outcome	(5) Resisted decisions when disagreed intellectually. Experienced the freedom to express intellectual disagreement (6) Resisted decisions that affected him negatively
Stephan (1) Dit was nie nodig om die hele appelkar om te keer nie (2) Dit het by my die gevoel gewek van ...moet daar van my ontslae geraak word. Dit het gemaak dat ek in 'n seker sin weerstandig was oor bepaalde goed (3) ...jy is in 'n sekere mate uitgelewer. Ek het nie eintlik bygedra of meegewerk nie. Ek het maar net saamgespoel.	(1) Disagree with nature and extent of transformation (3) Went along with the process because he had no other option.	(2) Held responsible for the "wrong-doings" of the old system - resisted these claims. Passive resistance
Soonja (1) The process of transformation has been necessary (2) I and some of my colleagues were very proactive in promoting change ...reading books, preparing proposals, discussions (3) It has given opportunities to participate in the transformation	(1) Intellectual agreement with the decision to transform (2) Promoted change pro-actively (3) Provided the opportunities to participate	

(4) I have supported the process...I might have been critical and negative at... times...because I experienced the process as too slow		(4) Critical comment/resist when in disagreement with process of change (more should have been done and achieved)
Anja *(1) Dit (transformasie) is iets wat lankal moes gebeur het* *(2) Transformasie het die geleentheid gebied om meer relevant te word* *(3) As iets nie reg is nie, dan sal ek dit sê* *(4) Ek het dit vir die dept.hoof gesê en 'n brief vir die Dekaan geskryf*	(1) Intellectual agreement with the decision (2) Provided opportunity to become relevant	(3) Freedom and courage to voice intellectual disagreements (4) Resisted decision that affected her negatively
Ute *(1) Ek het lankal gesê die kursusse is verouder...verder is ek taamlik gedistansieer van die hele storie*	(1) Agree with decision to change products Total lack of interest in transformation as such	
Heike *(1) Ek het 'n alternatiewe transformasie voorgestel* *(2) Daar was nie vir my 'n geleentheid om binne die transformasie proses 'n positiewe bydrae te lewer nie...jy weet nie altyd wat die effek van konstruktiewe weerstand gaan wees nie* *(3) Ons het wyd gelees, alternatiewe besprekingsdokumente opgestel, gesprekgroep gestig.*	(1) Agree with the need to transform but not the direction/manner of change	(2) Constructive resistance to influence the direction of change (3) Constructive resistance implied the voicing of alternatives based on reading and discussions
Delianne *(1) Vir my het dit bloot gegaan oor wat ek geglo het, dit was reg en ek kon insien wat moes gebeur* *(2) Dit was opwindend, ek is positief oor verandering en dit was hoofsaaklik my motivering om deel te hê*	(1) Intellectual agreement with the decision. (2) Excitement of change	

(3) *Maar toe daar geleenthede na my kant toe kom waarin ek belangstel... het ek dit gedoen.*	(3) Provided with the opportunity to participate	
Leslie (1) *Transformation did not take place* (2) *It (the organisation) provided me the opportunity to ...work in areas that I am interested in.*	(1) No acknowledgement of a transformation process (2) Participated in professional activities irrespective of the change process	
William (1) *I am all for transformation... I never resisted the change.* (2) *You should participate because you will gain in the long run.* (3) *One has the moral obligation to contribute to the change.* (4) *Other people are looking up to Unisa to set the example.* (5) *My participation in the process was a matter of adapt or die.*	(1) Intellectual understanding of the decision to transform (2) Seize the opportunity for future benefits/growth (3) Inclination to feel personally responsible (4) Loyalty towards the organisation (5) He had no other option	
Pedro (1) *...en besef dat ons sal moet verander* (2) *Gesprekke... het my in so 'n mate verander dat ek voel ek moet nou die gesprek probeer voortsit...* (3) *Omdat ons die verantwoordelikheid gehad het...* (4) *...dit is vir my lekker om kreatief te wees en om buite reëls en regulasies te funksioneer*	(1)Intellectual understanding for the need to change (2) Promoted change proactively (3) Aware of his responsibility towards the organisation (4) Opportunity to be creative	
Robert (1) *Toe ek vir myself uitgemaak het dat ons moet verander,* (2) *het ek besluit om daarvoor te gaan met alles wat ek het en ek kyk nie weer terug nie*	(1) Intellectual understanding for the need to change (2) Commitment towards the organization	

2.4.2   Resisting the process or aspects thereof

Contrary to the popular belief that resistance usually comes from employees who disagree with the transformation, this study shows that participants who played a leading and even proactive role in the transformation resisted the process at some point (see Soonja, Drohan, Anja, Heike). Focusing on the motives for resistance, it seems that this reaction was elicited for various reasons:

- In some instances, employees were negatively affected on a personal level by a certain decision, which caused them to query and even resist the decision (see Anja, Drohan).
- Employees did not always agree intellectually with decisions taken during the process. By resisting the decision or being critical about it, they tried to influence the process, raise their concerns or persuade the organisation to reconsider.
- Employees also resisted the process as a deliberate action to force the organisation to consider alternatives. The intention of this role is thus not to stop the transformation process, as such, but rather to make the organisation aware of other possibilities (see Heike).

The first deduction from these reaction is that resistance is not necessarily destructive or negative. Resistance during a process can be very constructive in that it can contribute to careful decision making during the process. If several employees raise their concerns or resist a particular decision, surely there must be a reason for it.

The second deduction relates to the employees who resisted aspects of the process. Resistors are not necessarily troublemakers or employees who want to derail the process. As this particular study indicates, resistors can be people who are very much committed to the process and want to make a constructive contribution to the process.

The issue of resistance raises the question of the preparedness of the management team to deal with and accommodate resistance during the process. If it is accepted that resistance can be constructive, it seems important that processes be put in place to deal with resistance (in a positive way) as part and parcel of a change process. Taking the resistance of employees seriously by incorporating that into the process is to allow them to co-construct the outcome of the process. This may then be regarded as a reflection of the organisation's philosophy (management) on the role and liberties of employees. It is possible that this kind of philosophy corresponds with the one which allows employees to communicate and compare their understanding of the concept of transformation to that of management in order to come to a shared understanding.

3   CONCLUSION

This chapter explored participants' individual experiences of issues or themes that they found dominant in the process. Similarities and differences in experiences of particular themes were explored by comparing data in and between the various themes. Participants' involvement in the process, whether participation or resistance, was also discussed. As stated in the objective of the study, the exposition of the various themes and the individual experiences as discussed in chapter 3 are used to develop a conceptual framework for understanding employee experiences of a transformation. Chapter 5 proposes a conceptual framework grounded in the experiences of the participants in the study.