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Readiness for organisational change, Resistance toward organisational change, Behavioural Support for organisational change and demographic characteristics:

How they relate to a Corporate Social Networking Site change initiative.

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0710632T

A research project submitted in partial fulfilment of the requirements for the degree of MA by coursework and Research Report in the field of Industrial Psychology in the Faculty of Humanities, University of the Witwatersrand, Johannesburg.
15th February, 2012

Declaration

I declare that this research report is my own, unaided work. It has not been submitted before for any other degree or examination at this or any other university

Bonita Borrageiro _____

Date _____

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Abstract

Within the working environment, the attitudes and behaviours individuals display toward change are a fundamental part of whether change initiatives succeed or fail. In a growing world of computer-mediated communication, social networking sites are being incorporated into the corporate arena to better communication and functionality. Yet it still remains as a change initiative. This research report looked at whether readiness for organisational change, resistance toward organisational change and behavioural support for organisational change related to the perceptions and usage of a corporate SNS. Similarly demographic characteristics were also explored. Correlations, ANOVAs, a Chi squared, a Multiple Linear Regression and a Moderated Multiple Regression were conducted. The sample consisted of 118 participants of which, 65% were female, 59% were white, 49% were married and the 69% were under 49 years of age. The researcher found that readiness and behavioural support for organisational change related positively to the perceptions of the SNS whereas resistance to organisational change did not. Race significantly related to the perceptions of the SNS and SNS usage significantly related to the SNS uptake data categories. Conclusions and recommendations are also presented.

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Introduction and Rationale

Organisational change is an aspect of the workplace that has become predominant in organisational survival (Burnes, 2004, cited in Choi & Ruona, 2011). The individuals in the changing organisation may exhibit a variety of responses, such as acceptance and support or resistance and neglect, which essentially makes them an important element in organisational changes (Porras & Robertson, 1994, cited in Choi & Ruona, 2011; Patel, 2006). Without the human aspect, changes could not be successfully implemented.

"Even the most carefully planned organisational changes can fail if individuals are not taken into consideration" (Galpin, 1996). What is meant by the human aspect/element is that each individual is bound to have a different reaction towards change initiatives based on their own views of them. It could stem from a number of factors, such as personality, upbringing and past experiences, however these do not constitute as part of the current research project. The human element is the subjective experiences of individuals relating to change initiatives, as opposed to organisational or objective expectations that govern how to respond to change. The importance of defining the human aspect/element is not for indicating what factors are applied in this study, but to generate an understanding of where attitudes and behaviours regarding change initiatives stem from.

One way in which organisations are changing is the way in which they communicate. Computer-mediated communication (CMC) has boomed in the working world as a way to facilitate flexible working schedules and combat the effects of time crunches (Workman, Kahnweiler, & Bommer, 2003). No longer is face to face communication necessary for discussing problems, sharing ideas and drawing conclusions. CMC has increased the ways in which people do business and the speed in which business can be done. It has lowered the boundaries across which one can do business, reaching far beyond the limitations of local business opportunities (Workman et al, 2003). It has shifted the way in which people communicate and share information, increasing the possibilities of new ideas and innovations (Alin, Lafont, & Maceray, 1998, cited in Mosbeh & Soliman, 2008). One of the ways that organisations are implementing this new form of communication is through social networking sites (SNS).

SNS have become increasingly popular across the world as a means of communicating with friends and meeting new people. Sites such as Facebook, Twitter, YouTube, Friendster, LinkedIn and MySpace have all become pathways to share information. Organisations are catching onto this and using them to their advantage (Skeels & Grudin, 2009; Magnier-Watanabe, Yoshida & Watanabe, 2010). It can be argued then that it makes sense for organisations to mesh the concept of SNS and information/knowledge sharing in the workplace because the functions of SNS hold potential benefits in an organisational setting. The ways in which individuals respond to CMC mediums however would determine how successful they might be since, as previously stated, the human aspect of change is the catalyst in a change initiative's success or failure. It is beneficial then to look at which trends of demographic characteristics are associated with its success as well as its failure to be able to tweak and adapt the change initiative for a more successful implementation. That is what this study aims to achieve.

The human aspect covered in this study will look at the attitudes and behaviours that individuals have regarding a change effort. Ultimately, the attitudinal and behavioural responses individuals, or employees, portray is what will lead to its overall success or failure. Essentially then, how ready a person is to receive an organisational change as well as their level of resistance toward organisational change would constitute as attitudinal responses toward a change initiative. Behavioural support for organisational change would then constitute as a behavioural response toward a change initiative. These are all uniquely human reactions toward organisational change and hence should determine how human attitudes and behaviours influence the performance of a change implementation.

What will follow is a discussion on organisational change theory and how individual's readiness for change, predisposition towards change and one's behavioural support for change are all important factors in determining how successful organisational change will be. Secondly there will be a discussion on social networking and SNS. Lastly the demographic characteristics, such as age, gender, race and education level along with SNS usage, computer knowledge and marital status, will be examined.

Literature review

Organisational change theory

Organisations are finding it necessary to change in order to become flexible and adaptable to remain competitive in the current market (Srivastava, 2001). It is necessary then for organisations to have a framework or model which they could follow to ensure successful organisational change. Lewin (1951) proposed an organisational change theory which deals with the organisation going through a series of sequential phases. These are unfreezing, change, and refreezing (Lewin, 1951).

Unfreezing is the process whereby the organisation makes previous assumptions and practices seem no longer logical for the business. It provides an open space for change and provides motivation for change (Lewin, 1951). The change phase is then where the change strategy is implemented. An active effort is made to shift the organisation toward a new, more efficient way of functioning (Lewin, 1951). The final phase of refreezing is where the members of the organisation need to adapt their behaviours to align with the new change. This solidifies the change and makes it a permanent feature (Lewin, 1951).

This Organisational change theory lays a clear foundation for the process of organisational change. However there are a number of elements that this model does not pay any attention to, the most important being the human aspect of change. The human element of organisational change is essentially what is going to make the change a success or a failure. Smith (2005, cited in Patel, 2006) agreed stating that the human resource is the fundamental factor for change. For example, if motivation and readiness for change are not present at the first stage of unfreezing, organisational members might be resistant towards the change or be unsupportive of it in their actions in the refreezing stage. Similarly individuals might be resistant through the entire change process. This would then make the change unsuccessful. The human element can then be said to play a large, influential role in organisational change acceptance and success.

There are a number of other organisational change models that have been suggested which focus on a series of sequential steps of the change process. Four of them will

be looked at below. The first is the Burke and Litwin model. The Burke and Litwin (1992, cited in Armenakis & Bedeian, 1999) model is used as a tool to predict performance at individual and organisational level (Armenakis & Bedeian, 1999). It identifies transformational and transactional dynamics; the former entailing new employee behaviours as a result of environmental pressures, and the latter entailing the psychological and organisational variables that influence the motivation and performance of a group's climate (Armenakis & Bedeian, 1999). It achieves transformational dynamics through leadership, culture, mission and strategy and it achieves transactional dynamics through management practices, structures, systems and policies (Armenakis & Bedeian, 1999). As a model it attempts to cover both the behaviours as well as the attitudes toward a change on both an individual and organisational level. This model is valuable for the current research as it pays particular attention toward the human aspect of a change initiative, focusing on the behaviour and attitudes toward change. It embraces the human aspect by focusing on the individual human responses and managing those as opposed to just the technicalities if the change. Burke and Litwin's model thus succeeds in paying attention to the human element of the change process.

Another organisational change model is the Judson model (1991, cited in Armenakis & Bedeian, 1999). The Judson model consists of five phases and focuses on implementing a change initiative. The first phase consists of planning and evaluating the change. The second phase then requires communicating the change to everyone else. The third phase then deals with obtaining acceptance of the new required behaviours. The fourth phase requires shifting from the current state of existence to a desired state. The final phase then is for the purpose of amalgamating and solidifying this new desired state (Armenakis & Bedeian, 1999). Judson (1991, cited in Armenakis & Bedeian, 1999) also proposed that within each phase were potential reactions that could be predictable toward the change and also mentioned an inclusion of methods to minimise potential resistance toward the change. These change resistant strategies included reward programs, bargaining and persuasion (Armenakis & Bedeian, 1999). This model recognises the importance of the human aspect of change, incorporating tactics to reduce resistance and having a stage to achieve new behaviour acceptance. But how this is achieved and how long this phase can take is

important for implementation purposes, being a time limited project. This is where the model can fall short if appropriate steps and time are not used efficiently.

Kotter (1995, cited in Armenakis & Bedeian, 1999) proposed an organisational change strategy for which change agents could implement successful change initiatives. The model contains eight steps; the first requires creating a strong need for the change by relating external environmental realities to potential issues and calamities that the organisation could be faced with. The second step is generating a strong team of individuals who believe in the need for the change and can gather others to buy into the same belief. The third step involves developing a clear vision to reach the desired final result. The fourth step entails communicating this new vision through a range of communication portals. The fifth step is for the purpose of empowering others to activate the vision through changing structures, systems and policies to facilitate the change implementation. The sixth step consists of formulating short-term goals and celebrating reaching them so as to energise individuals to keep the change momentum going. The seventh step requires changing other structures, systems and procedures that have not been consistent with the change initiative and the final, eighth, step involves institutionalising the new approaches by pointing out the connection between the change efforts made and the organisation's success (Armenakis & Bedeian, 1999). This model appears to be relying on the assumption that individuals will support a change if logically they are convinced that it is necessary. However this is a rather large assumption. Not all individuals will be convinced by a change initiative based solely on its logic. There are other factors that come into play. This model thus fails to fully appreciate the role of the human element which could potentially be a weak link in the chain.

The final model to be mentioned in this section on organisational change theory is that of Galpin (1996, cited in Armenakis & Bedeian, 1999) who based his organisational change model on a wheel that consisted of nine wedges. Each wedge, Galpin stressed, was founded upon understanding the organisation's culture, their rules and policies, norms, events, rewards and recognitions (Armenakis & Bedeian, 1999). The nine wedges were as follows; 1) establishing that there is a need to change, 2) producing and publicising an idea of a planned change, 3) assessing and identifying what the current situation is, 4) gathering recommendations for how the

current situation can be changed, 5) fleshing out the recommendations in detail, 6) testing out the recommendations through the use of a pilot test, 7) organising the tested recommendations for implementation, 8) implementing the recommendations, and 9) assessing, emphasising and refining the change to fine tune its success (Armenakis & Bedeian, 1999). Galpin's model takes on a much more experimental approach to change implementation in that is appears to listen and respond to what its environment is saying regarding the change. However it does not speak specifically to the human element and how it caters or responds to it. This model then might underestimate the significance of the human element, although it does entail a step that focuses on tweaking the change for better success. This, despite being vague in its meaning, could pay attention to managing the human aspect of responding to change.

Each of these models presents something slightly different from one another. However the basic formula remains the same; each model involves recognising a need for change, generating a way to instil the change, getting the rest of the organisation ready for the change and then implementing the change. In this understanding these models relate closely to Lewin's (1951) organisational change theory. However unlike Lewin's (1951) organisational change theory, these alternative models have covered elements of the change process that Lewin's model fails to acknowledge. For instance, Burke and Litwin's model paid a significant amount of attention toward the behavioural and attitudinal side of change. Judson's model pays attention to the behaviours element of the change process and Kotter paid a significant amount of attention to the role of communicating the change to others as well as the successes of the change. Galpin's model pays attention to the underlying culture of the organisation and is a lot more methodical about the change process, coming across as much more experimental and evolutionary than a mere simple solution.

Although these other models are more encompassing of the entire change process there is still not enough emphasis on the human element of the change process. Burke and Litwin pay a great deal of attention toward the human aspect and Judson's model does consider the human element in that it tries to counteract resistance toward change through a number of methods. However Kotter's and Galpin's models do not

consider the human element a great deal. However there are models that exist that do pay particular focus toward the human aspect.

Isabella (1990) proposed a model on how individuals cognitively interpret a change initiative as it progresses. The model consists of four distinct stages; the first stage is anticipation where individuals gather bits and pieces of information about the change and generate an idea about what the change entails. The second stage involves confirmation where individuals homogenise the new events into a standard frame of reference to try and make logical sense of the new activities based on previous notions. Culmination is the third stage where managers try and correct the frame of reference about the new change by confirming or rejecting what the individuals had initially generated as preconceived notions about the change. The final stage is aftermath where managers review and evaluate the consequences of the change. Armenakis and Bedeian (1999) argue that Isabella's model is helpful in understanding resistance to change because it illustrates how individuals could potentially develop a warped perception of a change initiative through the process of its implementation. This model also points out however, the importance of communicating right from the start what the change initiative entails as this would reduce the occurrence of resistance building up.

The Jaffe, Scott and Tobe (1994, cited in Armenakis & Bedeian, 1999) model also has four stages which proceed from denial, resistance, exploration then commitment. Denial results due to the belief that the change is not necessary and that it will not be implemented. Resistance occurs then when the change is implemented and they attempt to make it fail due to their lack of belief in its inherent purpose. Individuals avoid participation in the hope of preventing implementation all together. Eventually exploration ensues and individuals start changing their behaviours and testing the change to determine if they are successful in it. Lastly commitment is reached where the individuals have embraced the change and believe in its proposed efforts. This model is valuable for the current study because it touches on a number of elements that are consistent with what the human aspect constitutes for this study. Resistance is itself one of the variables looked at in this study. Exploration relates with the behavioural support for change variable presented in this study as it involves

behaviourally embracing the change. And commitment is also present in this study as a foundation on which behavioural support for organisational change is situated.

Each of the models discussed above have provided a different angle for viewing organisational change. But their lack of a stronger focus on the human aspect is what the current research wants to discover. Specifically, an individual's readiness for organisational change, resistance toward organisational change, and behavioural support for organisational change all constitute as human elements of the change process. They have been chosen to represent the human element in this current study as they each portray either an attitude or behaviour toward a change initiative. It can be argued that the human element appears much like an individual difference perspective, however given that an individual difference perspective generally constitutes of measuring personality factors, the human element focuses solely on the innate responses one has toward organisational change. Each of these will be discussed in detail below.

Individual readiness for organisational change

Change within an organisation has to start with the individuals that make up the organisation. A significant amount of attention needs to be spent on the human aspect of the change process (Smith, 2005, cited in Patel, 2006). The people are the ones that materialise the organisational changes and can hence be a large barrier in accomplishing change (Patel, 2006). Individual readiness for organisational change then needs to be reached in order to minimize the chance of resistance.

Based on Lewin's theory and Bandura's social learning theory (Armenakis & Bedian, 1999), Holt, Armenakis, Feild and Harris (2007) state that individual readiness for change is made up of four components; belief in the change-specific efficacy; how appropriate the change is; evident support by management for the change; and personal gain from the change (cited in Choi & Ruona, 2011). Holt et al (2007) expand on these in their own article, stating that there are five components; belief in a necessary change, belief in its actual implementation, belief in the change being organisationally beneficial, managerial support of the change, and personal benefit from the change. When these components are met, individual readiness for change can be reached. These aspects are reiterated further below and can be seen to be as an inherently human, as opposed to organisational, attitudinal response to change.

The value in focusing on the human aspect of organisational change is that the persons that are affected by the change effort are inherently bound to try and make sense of the change. J. D. Ford, Ford, and D'Amelio (2008, cited in Choi, 2011) and Gioia, Thomas, Clark, and Chittipeddi, (1994, cited in Choi, 2011) explain it as employees making an effort to understand their new environment and coming to their own conclusions about potential outcomes. They do this through actively seeking information, attributing meaning to the change, and making assumptions about the change process (J. D. Ford, Ford, & D'Amelio, 2008; Gioia, Thomas, Clark, & Chittipeddi, 1994, cited in Choi, 2011). Employees thus generate their own impressions and expectations concerning the organisation's need for change and how these changes will have a positive affect for them on an individual level and the organisational level. These views are also seen in the model suggested by Isabella (1990) where individuals generate their own impressions of a change initiative.

Readiness for organisational change is thus made up of these impressions, expectations and assumptions (Choi, 2011).

Within these impressions, expectations and assumptions that individuals generate from their appraisal of the organisational change effort, readiness for organisational change also entails determining, objectively, how appropriate the change is for the organisation, along with sensing an organisational support for the change effort (Armenakis & Bedeian, 1999; Holt et al., 2007, cited in Choi, 2011) as mentioned in the components that constitute readiness for change. They do this through comprehending the information that they have received regarding the change and based on their understanding of the organisation, an objective appraisal on its appropriateness is generated. Similarly if employees can see that managers and upper level staff are supporting the change they can appraise that and make them more ready for change. Openness to change has also been suggested as a potential precondition that comes into play when creating readiness for organisational change (Axtell et al., 2002; Devos, Buelens, & Bouckenooghe, 2007, Wanberg & Banas, 2000, cited in Choi, 2011) however this falls beyond the scope of this current study.

These elements covered in Choi's (2011) article confirm those suggested by Holt et al (2007), showing that readiness for organisational change is distinctly an attitudinal response because it is an individual reaction toward the change initiative. It is an attitudinal response that considers a range of variables including how it is beneficial for them as well as for the organisation, the belief in whether is can be successfully achieved or not and whether they feel it is being supported or not. Through the impressions, expectations and assumptions generated about the change these elements of readiness for organisational change can be determined.

Levels of individual readiness for organisational change, being established as an attitudinal perception, have been found to be influenced by the organisation's change strategy and culture. According to Choi and Ruona (2011) a higher level of readiness for organisational change is likely when normative-reeducative change strategies are used and when the work environment is perceived to encompass a learning culture. What is meant by a normative-reeducative change strategy is one that bases itself on the belief that individuals are inherently self-interested and social beings and that a

change in the organisation should involve changing one's attitudes and norms in a way that is of an active learning nature (Chin & Benne, 1958, cited in Choi & Ruona, 2011). It is better than merely conveying information about or enforcing change. It incorporates the individuals making them a part of the change. This ties in with Galpin's (1996, cited in Armenakis & Bedeian, 1999) model for organisational change such that culture is present at all stages of a change process and employee input is largely involved. Employee input, being the recommendations and reactions toward the change, embodies their own self-interest coming through these recommendations and responses.

A fundamental element that plays a significant part in establishing readiness for organisational change is organisational culture. By looking at an organisation's culture one can determine how and why a change initiative could be successful or not. McNabb and Sepic (1995) pointed out that an organisation's culture, along with its climate – being influenced by the initial culture, will be the ultimate determinant of whether a change initiative will work or not purely on whether it refuses to accept change or not. Thus instead of just implementing a strategy that has been successful in other organisations, a closer look at the specific organisation about to receive change would be highly beneficial as it would determine if any pre-change steps need to be conducted before hand.

Ultimately there are two goals that McNabb and Sepic (1995) suggest. The first is to shift the organisational culture to one that is more receptive and encouraging or a change initiative, where readiness for change is created prior to the actual change implementation. This links in with the next section on learning organisations. The other is to match the change and its technologies with that of the already existing culture and climate (McNabb & Sepic, 1995). The first suggestion however seems more plausible as changing an initiative to fit an already existing culture, that is potentially traditional or bureaucratic, can give way to a number of problems and be more likely to fail than changing the core of how the organisation chooses to see things. "Culture dictates acceptance of all organisational change" (McNabb & Sepic, 1995, p. 373) and is thus an important aspect of determining and preparing readiness for organisational change.

The characteristics of a learning environment hold great interest then in generating rapid preparation and processing of change within organisations. This can be seen in learning organisations. A learning organisation is one that is constantly adapting and changing in order to develop and grow for the purpose of survival (Johns & Saks, 2006). They are structured in a way that creating, attaining and transferring new knowledge and information incorporates the entire organisation so that no part is left out (Johns & Saks, 2006). Kontoghiorghes, Awbrey and Feurig, (2005) discuss how open communication and information sharing, taking risks and promoting new ideas, and time and resource availability are all characteristics of learning organisations that can predict fast change adaptation, rapid service and product introduction, and overall performance. According to Johns and Saks (2006) learning organisations are made up of four dimensions; vision/support from and of the leader; learning systems/dynamics for active learning; a supportive learning culture; and a knowledge infrastructure that receives, processes and integrates new knowledge that is accessible to all members.

Organisational change can be reached more smoothly when these four elements are present as they cater for the human element where their involvement is important. To elaborate on this further; vision/support from and of the leader requires individuals to embrace the vision and observe the support they get from the leader in order for the leader to be effective; learning systems/dynamics for active learning require individuals to understand them well enough to enable active learning; a supportive learning culture needs to be instilled so that individuals embrace change a priori; and a knowledge infrastructure is only useful if individuals engage with it, allowing individuals to learn, share and process. Without the incorporation of all dynamics of the organisation, resistance can develop and there can be a regression to previous ways of functioning (Johns & Saks, 2006). Again the human element is stressed where employee involvement in knowledge sharing and knowledge gaining is vital for the success of change initiatives. It makes them feel ready for the change as they were included in the change from the beginning. This relates to Galpin's model again such that individuals are involved in providing recommendations for change as well as providing feedback on the change.

A study conducted by Haug, Pedersen and Arlbjorn (2011) looked at the usefulness of an information-technology (IT) readiness framework in deciding on the most

appropriate IT implementation strategy for a small to medium-sized enterprise (SME). This framework consisted of three parts; the company, management and the employees. Each part consisted of two factors of which combinations of each factor (high-low, low-low, low-high, high-high) would indicate levels of IT-readiness. For the 'employees part' the 2 factors consisted of 'levels of IT skills' and 'motivation' (Haug et al, 2011). When employees had high IT skills and high levels of motivation then they were high in IT-readiness. Alternatively if IT skills and motivation were low then there was low IT-readiness. The other combinations (high IT skills, low motivation and high motivation, low IT skills) resulted in moderate IT-readiness where either boosting motivation or training for IT skills respectively would reach higher levels of IT-readiness (Haug et al, 2011). The other parts, the company and management, consisted of 'room for risk' and 'pressure to change factors', and 'IT acquaintance' and 'support', respectively (Haug et al, 2011). Ultimately depending on each combination of factors in each part of the organisation an appropriate IT implementation would then be incorporated into the SME. The relevance of this article for the current study is that it illustrates how the techniques of assessing IT-readiness at different levels of the organisation can have a significant impact on whether an IT change initiative is successful or not. Although this current research report is focusing specifically on the employee aspect of organisational change, this study by Haug et al (2011) has provided valuable insight into how change initiatives can be adapted to fit with how the organisation is. Also, SNS constitutes as a form of information technology and thus makes this article relevant for this research.

Jones, Jimmieson and Griffith (2005) conducted a study looking at how readiness for change was predictive of the success of a change implementation. What they found was readiness for change levels before implementation had a positive main effect on how employees perceived the change; showing a higher satisfaction with it. Their study contributed in showing how important positive change attitudes are for change initiatives to be successful (Jones et al, 2005). This current research report hopes to do the same; it hopes to add to this body of knowledge and confirm that being ready for change does in fact lead to successful change implementation.

Readiness for organisational change ties in with organisational theory in the sense that it comes out of the idea of unfreezing (Choi & Ruona, 2011). The process of

unfreezing is where the attitudes and beliefs of employees about change are transformed in a way that deems the change essential and likely to succeed; it primes them to be ready for the change. In this manner the members understand the change to be beneficial, bringing satisfaction to the individual as well as the organisation (Yousef, 2000, cited in Lamm & Gordon, 2010). The level of readiness for organisational change then can be a determinant of whether the change will be successful or not. If one is ready for organisational change then it can be said that they support the change and are willing to adopt the change. Their readiness for it can determine how they will react to it. Here again the human aspect is the influential factor in whether the change will float or sink. However, individuals have a predisposition to resist change (Oreg, 2003, cited in Lamm & Gordon, 2010), hindering how ready they might be for change. This resistance can consequently have a negative impact on how the change is received. Predisposition to resist change will be discussed next.

Resistance toward organisational change

Organisational change can generate a variety of responses from members of an organisation, ranging from enthusiastic support to outright resistance (Hercovitch & Meyer, 2002). Human beings, however, have an inherent inclination to devalue, avoid and resist change (Oreg, 2003, cited in Lamm & Gordon, 2010). Resistance to change ultimately stems from the fear of the unknown. It's a threat to one's personal security in their performance thus resulting in individuals being hesitant to change old ideas and avoid new technological challenges. Essentially redesign of the organisation is avoided (Patton & McCalman, 2000, cited in Patel, 2006).

This idea is continued by Clarke, Ellett, Bateman and Rugutt (1996, cited in Armenakis & Bedeian, 1999) who argue that being open toward a change and being resistant towards it depends on the type of change being implemented. They argue that when an individual's self-interest is under threat, a change initiative is then likely to be resisted (Clark et al, 1996, cited in Armenakis & Bedeian, 1999). Change initiatives however have a level of tolerance where some can be more endurable than others. What it comes down to is an individual's self-interest; the more their self-interest is under threat the more they are likely to resist the change. Clarke et al (1996) stated that self-interest takes precedence over the overall good for the organisation, which is only focused on incidentally (Armenakis & Bedeian, 1999).

A predisposition to resist change is defined as "an individual's tendency to resist or avoid making changes, to devalue change generally, and to find change aversive across diverse contexts and types of changes" (Oreg, 2003, p. 680, cited in Lamm & Gordon, 2010). Thus, regardless of how appealing different aspects of change may be, there will always be a number of individuals that are hesitant about change (Oreg, 2003, cited in Lamm & Gordon, 2010). It is important to note then that not all individuals have a predisposition to resist change. People react to and experience change differently from one another (Saksvik & Hetland, 2009), hence in some instances individuals might appraise the change as threatening and resist it all together or they might welcome the change and comply with its procedures.

According to Boiral (2003) there are three types of respondents to change; quality enthusiasts, ceremonial integrators and dissidents. Those with a predisposition to

resist change could either constitute as ceremonial integrators, who abide to the bare minimum of the change hence not making any real change at all (Boiral, 2003), or dissidents, who resist the change completely thus defeating the whole implementation process (Boiral, 2003). Knowing whether employees have a predisposition to resist change could then be assumed to help in determining how they would respond to change strategies and hence how successful it would be. It can be argued based on the above information that resistance to organisational change is an attitudinal response, like readiness for organisational change, toward a change initiative. It cannot be said however that the presence of resistance toward change concludes that a change effort will inevitably fail. The model suggested by Jaffe et al (1994, cited in Armenakis & Bedeian, 1999) illustrates this point given that resistance can be transformed into more positive outcomes. It is interesting for the purpose of this study though to determine if and how it affects organisational change in the form of SNS implementation.

A predisposition to resist change does not necessarily imply that it is an attitudinal response that cannot be changed or influenced for that person to eventually support the change. This again relates back to Jaffe et al's (1994, cited in Armenakis & Bedeian, 1999) model that illustrated how individuals progress from stages of denial and resistance to commitment. Looking back at the role of learning organisations and learning cultures, when individuals feel a part of the change process and can see that there is a benefit for the change then they are less likely to resist the change. The attitude a person has toward change then will determine how they perceive the change. Peccei, Giangreco, and Sebastiano (2011) argued that the attitude one has toward change mediates the relationship between one's involvement with and perceived benefit of the change, and resistance to change. What this implies is that one's attitude toward change is the fundamental determinant of whether the level of involvement in the change and how beneficial the change is will lead to feelings of resistance toward that change. Involvement and seeing the benefits of change influence one's attitude towards change therefore, even though one might have a predisposition to resist change, it can be influenced by such factors.

Cynicism about organisational change, which has a strong association with resistance toward organisational change (Stanley et al, 2005, cited in Choi, 2011), involves a

pessimistic outlook regarding successful changes (Reichers et al., 1997; Wanous et al., 2000, cited in Choi 2011), and accusing management, or those responsible, for why they are pessimistic (Brown & Cregan, 2008; Wanous et al., 2000, cited in Choi, 2011). Ultimately it is a vicious cycle because when change efforts fail due to cynical attitudes about the change, the failure reinforces the cynical attitudes and hence future change initiatives will struggle to succeed (Bommer et al, 2005, cited in Choi, 2011). This cynical attitude about organisational change that is presented and reinforced at work can then have spill over effects into other areas of work life such a decreased motivation or commitment (Choi, 2011). This cynicism can be transferred to actions of resistance toward change, where being cynical and/or resistant toward a change initiative ultimately generates the same end result – failure.

Cynicism about organisational change, although not being directly related to the purpose of this study, relates very closely to resistance to change and can be assumed to have similar effects as resistance to change. Ways to combat cynicism then might be beneficial in combating resistance toward change too. Researchers exposed that cynicism about organisational change negatively related to successful leadership practices (Bommer et al., 2005; Cindy, Neubert, & Xiang, 2007; Wanous et al., 2000, cited in Choi, 2011), trust in leaders (Qian & Daniels, 2008, cited in Choi, 2011), and previous change initiatives having been a positive experience (Wanous et al., 2000, cited in Choi, 2011). Being involved and participating in change initiatives also reduces cynicism about organisational change. "Researchers showed that a decision-making climate characterised by employees' involvement (Brown & Cregan, 2008), employees' participation in the decision-making process about change (Wanous et al., 2000), and information sharing during change implementation (Qian & Daniels, 2008; Stanley et al., 2005) are negatively associated with cynicism about organisational change" (Choi, 2011, p.489).

Dent and Goldberg (1999) suggest that a mental model exists within organisations acknowledging that resistance to change exists and managers must try and overcome that. This mental model then interferes with successful change implementation (Dent & Goldberg, 1999). The problem that organisations have regarding change implementation is that they fail to manage the human element which is crucial in change implementation (Bovey & Hede, 2001). In a longitudinal study of 500 large

organisations, resistance was named as the most frequently accounted problem when implementing change strategies (Waldersee & Griffiths, 1997, cited in Bovey & Hede, 2001). The mistake organisations make however, despite acknowledging the presence of resistance in their mental model, is that they avoid dealing with resistance and only focus on the technical elements of change (Bovey & Hede, 2001). What Bovey and Hede's (2001) study aimed to achieve was to illustrate that resistance to organisational change was due to irrational ideas and emotions. They concluded that managing these as the human aspect of the change process would reduce levels of resistance (Bovey & Hede, 2001).

Studies have been conducted in organisations that focus on ways in which to reduce levels of resistance to change. It has been well established that it is the one variable that is predominantly responsible for ineffective change implementation. Ways in which to reduce this obstacle in implementing change initiatives include bettering the communication channels with employees about the change (Elving, 2005), aligning the organisational culture with that of the change initiative to improve the fit before implementation starts (Pardo del Val & Martinez Fuentes, 2003), eliminate irrational beliefs (Bovey & Hede, 2001), conducting training for the new change initiative (Vakola & Nikolaou, 2005), and ultimately allowing all the employees affected by the change to feel as though they were genuinely a part of the change process. Reducing resistance to organisational change however falls outside the scope of this research study. The purpose of discussing this study was to illustrate that there are possible avenues which can be taken to reduce the occurrence of resistance toward change. What this current study ultimately wants to achieve is to determine whether resistance is present during the implementation of a SNS change initiative and if it hinders how successful it is in the workplace.

Resistance to change is not only made up of emotional and cognitive components but of a behavioural component too (Peccei et al, 2011). Boiral (2003) illustrated that above with relation to the three types of change responses. It is an important element then to consider not only the behavioural resistance (amongst other resistance components) of individuals toward change but also their behavioural support for organisational change too. Since not all individuals have an active resistance toward

change efforts, it is important to consider those that are actively supportive of change efforts in the workplace too. This will be discussed next.

Behavioural support for organisational change

Organisational change can produce a number of responses, active support being one of them (Herscovitch & Meyer, 2002). But organisational change not only induces responses that are cognitive and emotional in nature, they also induce behavioural responses too (Piderit, 2000, cited in Lamm & Gordon, 2010). Herscovitch and Meyer (2002) distinguished three types of behaviour; explicitly required behaviour (compliance), modest sacrifices (cooperation), and considerable sacrifices (championing) (cited in Lamm & Gordon, 2010). These types all describe different forms of supportive behaviours ranging from bare minimum to behaving above and beyond what is expected.

Compliance could be seen as similar to Boiral's (2003) idea of ceremonial integrators where individuals are meeting the bare minimum requirements of change; not really making any significant changes. Cooperation would constitute as more active behaviour in accommodating changes where the individual is actually changing their behaviours (Herscovitch & Meyer, 2002). There is a shift from passive to active behavioural changes. Championing is going above and beyond the change requirement where not only is behaviour fully encompassing of the change but it portrays a commitment to the meaning behind the change (Herscovitch & Meyer, 2002). This links with Boiral's (2003) idea on quality enthusiasts who act as a driving force behind the change adoption and pay more attention to work quality and accuracy. These behaviours are aligned with showing support for the change initiative.

Herscovitch & Meyer (2002) modelled their behavioural support for organisational change concept on Allen and Meyer's (1997, cited in Herscovitch & Meyer, 2002) model of organisational commitment. In essence, organisational commitment is a multidimensional concept that can take on many forms. There are a range of possibilities that an individual can utilise as reasons to be committed to an organisation (Herscovitch & Meyer, 2002). Commitment to organisational change however is more specific than organisational commitment as it is a commitment relating specifically to change within organisations (Herscovitch & Meyer, 2002). With regard to behavioural support for organisational change, Herscovitch and Meyer (2002) distinguished between organisational commitment and commitment toward an

organisational change and found that commitment toward an organisational change accounted for a greater proportion of variance in explaining behavioural support for change (Herscovitch & Meyer, 2002). Thus behavioural support for organisational change can be predicted from the commitment the individual has toward the change (Herscovitch & Meyer, 2002).

Commitment to a change has been defined as the cognitive bond that an individual has to a series of tasks required for a change initiative's implementation to be a success (Meyer, Srinivas, Lal & Topolnytsky, 2007). It is the outright support and effort made toward the achievement of a change initiative enforced by proactive behavioural intention (Choi, 2011). Herscovitch and Meyer (2002) defined it as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (p. 475, cited in Choi, 2011). Looking at Allen and Meyer's (1997, cited in Herscovitch & Meyer, 2002) model of affective, continuance and normative commitment, this cognitive bond is represented as; supporting the change due to its inherent benefits (affective); being aware that costs are associated with a lack of/failure to support the change (continuance); and feeling a sense of responsibility to support the change (normative) (Herscovitch & Meyer, 2002, cited in Meyer et al, 2007; Choi, 2011). Commitment and behavioural support are thus structurally related (Meyer et al, 2007).

In modelling Herscovitch and Meyer's (2002) behavioural support for change on the commitment to organisational change model (adapted from Allen and Meyer's (1997) model discussed above), Herscovitch and Meyer (2002) found that affective, normative and continuance commitment all correlated positively to compliance. This illustrates the 'commitment toward – behavioural support for change' relationship. However, only affective and normative commitment correlated with higher levels of behaviour, being cooperation and championing (Herscovitch & Meyer, 2002). This implies that only those with a higher level of affective and/or normative commitment toward change, as opposed to continuance commitment, are willing to go above the minimum requirements for a change initiative (Herscovitch & Meyer, 2002). This is valuable information as it can determine why a change initiative has been successful or not. It can potentially create an avenue where behavioural support for change can

be improved and/or increased by influencing one's level of commitment toward change.

Not only have these three components of organisational commitment related to the three components of behavioural support, they have also negatively related to workplace outcomes like turnover and turnover intentions (Meyer et al, 2002, cited in Choi, 2011). Affective and normative commitment has also positively related to citizenship behaviour (Meyer et al, 2002, cited in Choi, 2011) thus illustrating that levels of commitment do have significantly positive results for organisations. If this is the case, and commitment is strongly related to levels of behavioural support for change, then behavioural support for change could potentially have the same positive results that commitment levels do.

It can be assumed that behavioural support for organisational change is rooted in the fact that if employees are behaving in line with the change, then it becomes successful. Many research studies have argued that improving levels of employee involvement in change initiatives ultimately makes them supportive of the change. Looking back at Herscovitch and Meyer's (2002) study, evidence was found supporting levels of commitment correlating with levels of supportive behaviours. What this study hopes to achieve then is to determine whether behavioural support for organisational change can be found for a SNS implementation change initiative.

The behavioural support of organisational members is ultimately the root of the change initiative's success (Porras & Robertson, 1992, cited in Choi & Ruona, 2010). It is a fundamental element of the human aspect of the organisation that needs to be achieved for successful organisational change. It is the active, behavioural component of organisational change, as opposed to the attitudinal responses seen in readiness for and resistance toward organisational change. It is an important aspect of this research study as it carries the value of measuring behaviour toward change. In relation to the human aspect which has been reiterated throughout this literature review, behavioural support for change constitutes as an important factor as it constitutes as the behaviour component that makes up the human aspect of this study. It provides the opportunity to determine whether behavioural support for organisational change does in fact relate to how individuals respond to change initiatives, particularly a SNS implementation.

The following section engages with social networking and social network sites (SNS). It will define what they are and how they fit in with the context of this study.

Social networking

Individuals have become increasingly dependent on technology for everyday use to research, communicate and interact with others (Poole, 2009). Communication and interaction technologies (CIT) connect people with common interests and develop stronger communities through the increased opportunities to learn about the public's interests and preferences (Poole, 2009). Thanks to CITs people can interact in a completely new way. There are many elements that fall under the umbrella of CITs but the focus for this study is social networking sites.

Social network sites (SNS) are web-based services where people can create a profile and connect with others that are using the same system (Boyd & Ellison, 2008). Ideally it constitutes as a form of computer-mediated communication (CMC) (Boyd & Ellison, 2008). It has become a unique way in which individuals can meet and connect with strangers who they might not have met otherwise (Boyd & Ellison, 2008) and it provides a new alternative way to socialise and meet new people. But it is also a way in which people can stay in touch with those who they already know, such as friends and family overseas as well as in the same city or town. More and more people are using SNS such as Facebook, Twitter, YouTube and MySpace (to name a few) and this has attracted the attention of academic and industrial researchers (Boyd & Ellison, 2008).

Communication structures in an organisational setting have been analysed to determine how frequently and through what means different departments across hierarchical levels communicate with one another. A study conducted by Hinds and Kiesler (1995) looked at technical and administrative employees across seven different departments and analysed their communication activity via telephone, email and voicemail. Fifty percent of employees communicated extra-departmentally and often used telephone. Technical employees were also found to use email more than their administrative counterparts, particularly at higher levels, which preferred to use voice (Hinds & Kiesler, 1995). This study provides valuable insight into the presence of a well needed communication structure not only within departments but across departments too. Given that this study was conducted at a time where communication structures were limited to email, voicemail and telephone, more recent studies of this nature, including this particular study, expands, and hopes to expand, the use of

communication means and tries to establish if a SNS would provide for a greater, more functional and effective tool for intra-organisational communication.

A more recent study conducted by Turner, Qvarfordt, Biehl, Golovchinsky and Back (2010) looked at the use of communication tools in the workplace over a one-year period and determined whether the inclusion of new communication structures would hinder the use of older ones. The communication structures utilised in their study included face-to-face, telephone, email, physical notes, instant messaging (IM), SNSs, blogs, wikis and virtual worlds (Turner et al, 2010). What they found was that different forms of communication tools were used for a wide range of purposes and that the introduction of new tools did not significantly change their use of previous tools (Turner et al, 2010). Specifically, face to face, telephone, physical notes and email use did not change over the year however newer communications like IM, blogging, SNSs and virtual worlds were used more in 2009 than 2008. Based on a series of interviews however, it was discovered that newer forms of communication did not replace older forms, they were said to compliment them (Turner et al, 2010).

This study also determined what factors constituted to more or less use across communication tools. They found that based on Function, Immediacy, Productiveness-Efficiency, Side Effect and Social Aspect of each communication tool, face to face, email, physical notes and SNS received more strengths than weaknesses and IM and Wikis received more weaknesses than strengths (Turner et al, 2010). The value of this study has provided insights in illustrating that in the current day and age where a wide range of communication tools are available, newer tools are being adopted alongside older tools and are being used in conjunction so as to receive all the benefits from each given tool. Specifically relating to SNS use, it has shown that the use of a SNS in an organisation does hold value and promise for better communication and productivity possibilities.

Since SNS has been highly successful as a communication tool to connect and share information outside of the workplace then it should do the same in organisational settings. This was illustrated in Turner et al.'s (2010) study above. Employees who need to communicate and share information with one another will then rely on using communication technologies across organisational departments and boundaries

(Hinds & Kiesler, 1995). The developments of intranets (Mosbeh & Soliman, 2008), teleworks and virtual teams (Workman et al, 2001) have all been advancements in CMC where technology has become the medium for many employee and business interactions (Mosbeh & Soliman, 2008). There is not a lot research on SNS being used for work purposes in the workplace (Richter & Riemer, 2009), however there is an abundance of research on the use of intranets in the workplace. Falling under the same umbrella of CMC, it would be justified to look at intranet use at work since they have very similar functions. Corporate intranet research will thus serve as a complimentary field of research for corporate SNS research.

An intranet is a CMC service implemented into an organisation that is used to distribute knowledge about the company along with news on upcoming events. It is also a medium where employees can share knowledge and information with one another (Masrek, Karim & Hussein, 2008; Bargas-avila, Lötscher, Orsini & Opwis, 2009; Lee & Kim, 2009). It is fairly similar to what a work-based SNS would constitute except that an SNS requires joining the network and creating a profile where as an intranet is openly available to all employees with internet access.

Stenmark (2002, cited in Masrek et al., 2008) developed a model of intranet utilisation that is based on the intranet being a knowledge sharing environment viewed in three different ways; from an information perspective, an awareness perspective and a communication perspective (Masrek et al, 2008). All three of these perspectives could apply to a corporate SNS, such that 1) the SNS can make information accessible to employees aiding in knowledge creation (information perspective), 2) it can connect users to other users and sources of information increasing organisational awareness and communication and collaboration (awareness perspective), and 3) it encourages discussion and debate on different viewpoints regarding pieces of information, thus getting individuals to communicate more (communication perspective).

According to Eder and Igbaria (2001), some factors that influence the infusion and diffusion of intranet adoption are top management support, organisational structure, organisational size, and IT infrastructure. Top management support indicates that the change is being perceived as positive while a decentralised organisational structure

indicates a better infusion and diffusion across the organisation (Eder & Igbaria, 2001). A larger organisation is associated with a higher level of IT adoption and IT infrastructure that is decentralised, flexible and promotes information sharing is more promising of better intranet infusion and diffusion (Eder & Igbaria, 2001). These factors could also be extended to the implementation of a SNS.

Watson-Manheim (2011) wrote an article that looked at exploring the use of SNS in the workplace. She argued that despite there being a wide range of communication tools available for employees within an organisation, a SNS requires much less equipment, maintenance and training than other tools might need. It is also self-organising making activity and information highly visible (Watson-Manheim, 2011). Additionally it also creates potential for trust, such that users can get a feel for other users based on the information they share about themselves, and from that can determine whether they can trust the information that they share or not (Watson-Manheim. 2011). She also argues however that introducing a new communication tool can be complicated since it disrupts communication structures that already exist. When and how organisations implement SNSs within their workplace is thus what Watson-Manheim was interested in discovering.

What she found was that organisations more susceptible to an SNS implementation depended on the type of organisation and also the number of users of the SNS (Watson-Manheim, 2011). The type of organisation was important because not all organisations would find a SNS practical or applicable. For example, pharmaceutical companies would find use in having a structure where employees can discover strengths in each other that they can utilise in group projects. Hotel staff however might not see the benefit in a SNS since they do not have computer access nor do they need to have a communication network to share and gather information. The amount of users also holds significant value. A SNS is only as beneficial as the amount of information being shared and distributed (Watson-Manheim, 2011). When a SNS population is small it can make it difficult to gather relevant information needed since the amount being shared is not substantial. A SNS in an organisation setting then would need to be utilised by as many employees as possible if it were to generate the benefits that it could potentially provide. The value of what Watson-Manheim (2011) found is beneficial for this study as they provide a guideline for

what factors to be aware of when understanding what is found in this current study. By taking note of the type of organisations used in this study as well as the sample sizes obtained, these can provide insight into the findings discovered.

Richter & Riemer (2009) conducted one of the few studies that have been done on corporate SNS use. They focused on six functions of public SNS that individuals were drawn to and applied them to an organisational context. These included; the self-representation element of the SNS; the contact management of creating and maintaining networks and contacts; the 'people search' function where people, companies, interests and other criteria can be looked for; the sense of belonging and togetherness established through shared contacts and interests, termed context awareness; the 'exchange of information' element of the SNS; and the network awareness of communicating to others through written messages (Richter & Kosh, 2008, cited in Richter & Riemer, 2009). The study only managed to find support for three of these functions. They found evidence that people search, contact management and context awareness were the most popular functions of a corporate SNS. Even though not all the functions of an SNS are valued in the workplace, it has still generated positive results.

Ways in which to measure the successful implementation of a corporate SNS arise in two forms; as user satisfaction and system usage (Guimaraes et al., 1992; Lucas, 1973; Pinto, 1994; Santhanam et al., 2000, cited in Jones et al, 2005). User satisfaction encompasses the degree to which an individual considers the system as one that meets their needs (Ives et al, 1983, cited in Jones et al, 2005). It is considered to be the most utilised measure for this context (DeLone & McLean, 1992, cited in Jones et al, 2005). System usage too is a commonly used tool in which to measure the success of an IT implementation. It is understood as the amount of time system users spend interacting with the IT system (Lee et al, 1995, cited in Jones et al, 2005). Having both user satisfaction and system usage conjointly measuring the implementation of an IT system, or in this case a corporate SNS, provides a much more holistic view of whether the implementation was successful or not. Haines and Petit (1997, cited in Jones et al, 2005) argue that the first measure is based on beliefs and attitudes while the second measure is based on behaviours. This distinction is valuable for the purpose of this current research because both forms of usage data are

utilised and, based on these findings, should thus provide a much better measure of the SNS implementation than utilising only one.

But once again it is important to recognise that the human factor of organisations is the ultimate determinant of whether a change initiative will succeed or fail. Particularly with a SNS implementation, demographic characteristics are important to look at since out-of-work SNS use cannot be assumed to equal that of at-work SNS use. This was seen in Richter & Riemer's (2009) study. Issues of individual responses toward organisational change have been discussed above. What will follow now is a look at the other individual differences, particularly demographical information, which would contribute to the different responses and use of an SNS implementation change initiative.

Demographic characteristics

Demographic characteristics make a difference when it comes to how people react to change. Age, gender, race, education level, and familiarity/experience all influence the way in which people appraise change initiatives. Different age groups react to change differently, as do men and women, and different races. One's educational level and previous experience would also influence the way one would react to change as they alter the way in which individuals perceive and comprehend the change. Specifically with regard to an SNS implementation in the workplace, age, gender, race, education level, and previous experience would influence the way in which organisational members react to and engage with it.

Hargittai (2008) conducted a study on young adults (18-19 year olds) and found that gender, race and ethnicity, experience, and autonomy of use were related to SNS use. However, when looking at different SNSs individually the differences changed. For example, more White, non-Hispanics used SNSs overall but separately, more Asian-American, non-Hispanics used Xanga and Friendster more than White, non-Hispanics (Hargittai, 2008). The same was found for gender; overall women were found to be the dominant users of SNSs but when the sample was broken up by individual sites this result was not so clear (Hargittai, 2008). This finding was in line with the notion that women are more likely to participate in one-on-one communication online as opposed to men (eg. Pew Internet and American Life Project, 2000, cited in Hargittai, 2008). This study has pointed out some interesting findings and has shown some promise in discovering demographic differences between SNS users. However it does not look at adult use in a workplace which is what this study aims to achieve. It would be interesting to see if any trends are present with adults regarding SNS use in the workplace as that would indicate if there are any specific types of people or groups of people that are more inclined to use corporate SNS than others.

With regard to age, SNS use has been associated more with younger individuals, constituting as the most common users of these sites (Ellison, Lampe & Steinfield, 2009). LinkedIn is an SNS that constitutes a location where young professionals create and develop professional networks (Skeels & Grudin, 2009). Facebook also started as an online college network where students could communicate with one another on a social network database. It would be plausible to expect a potential age

difference in SNS uptake and use since information systems and technology might seem intimidating to older generations that were not brought up with such technologies. Watson-Manheim (2011) also argued that managers would feel that younger individuals who use SNSs frequently in their personal lives are more likely to choose firms that support this form of communication platform. Similarly they might have been raised with other forms of functioning and are skilled in those means of communication, leading them to not want to engage in changes that threaten their ways of thinking and functioning. As mentioned earlier in the predisposition to resist change section, a person might resist change due to the unwillingness to change to new technologies (Patton & McCalman, 2000, cited in Patel, 2006) and this might be due to unfamiliarity with such devices because of an age difference.

Computer knowledge and previous SNS usage would contribute significantly to whether individuals in a work environment would successfully use and engage with a corporate SNS. Computer knowledge allows a person to engage and interact with computer technology, knowing how to use the functions and make sense of what computer messages are saying. Considering that SNS is a computer-mediated communication device, knowing how to use a computer at an acceptable level is necessary for a SNS implementation success. Similarly, having previous SNS usage experience assists in understanding how a corporate SNS would work, based on the concept of knowledge transfer (VanLehn, 1996). Having used other SNSs before, a person can be said to be primed for using a corporate SNS purely because of a familiarity with its functionalities. Having engaged with a range of different SNSs would also indicate better usage and uptake based on the notion that a wide variety of exposure might result in quicker adaptability due to having seen/experienced different variations of SNSs. Computer knowledge and SNS usage thus work hand in hand, as one cannot have inadequate computer knowledge and be extremely active in web-based social networking. An adequate level in one indicates an adequate functioning in the other.

Marital status, although not as obviously connected to SNS uptake and usage as other demographics, can affect SNS behaviour. SNS has been used not only to stay in touch with friends and family but it is also popularly used to meet new people and search for potential love interests. Online dating is a largely popular industry and thus

constitutes as a large factor in why people engage with SNS. A study conducted by Lee and Bruckman (2007) illustrated how individuals engaged with SNSs for the purpose of finding love interests. Marital status might then have an influence on whether people engage with SNS or not; with the premise that married, non-single individuals would be less inclined to actively use SNS as opposed to single individuals. However it can also be argued that there might not be any difference in SNS usage and uptake regarding marital status considering that this SNS implementation is for the purpose of work functions and hence does not have a 'romantic, dating' element to it. Regardless however, it would be interesting to determine if marital status does have any significant differences in SNS uptake and usage of a corporate SNS.

Since there is not much research on corporate SNS use in the literature, it is unknown as to what demographic differences are associated with corporate SNS uptake and non-uptake. And based on research mentioned above where not all factors of a public SNS feature in a corporate SNS (Richter & Riemer, 2009), it would be valuable to determine which characteristics are prevalent in corporate SNS use. This is the gap in research which has led this study to be conducted.

Conclusion

Organisational change theory has portrayed a foundation on which organisations can implement change initiatives. But the human factor has not received enough importance in this model. Attitudes and behaviours, such as readiness for organisational change, a predisposition to resist change, and behavioural support for organisational change are all elements of the human factor which influence/affect how a change initiative will perform. With regard to a SNS implementation, attitudes and behaviours about change along with demographic differences will all impact on how the SNS does in the organisation. SNS has become an important tool in the workplace to generate better communication and encourage knowledge sharing and innovation. It is a necessary change. But the human aspect of how that change would be perceived is just as important as the change itself, hence why this study is necessary. It aims to fill the gap where a lack of understanding is present about the relationship between organisational functioning and corporate Social Networking Sites.

Methodology

Research questions

- How does individual readiness for organisational change relate to the perceptions of the social network and uptake of the social network?
- How does one's resistance toward organisational change relate to the perceptions of the social network and uptake of the social network?
- How does behavioural support for organisational change relate to the perceptions of the social network and uptake of the social network?
- What demographic characteristics relate to the perceptions of the social network and uptake of the social network?
- Are the relationships between the change variables and the perceptions of the social network moderated by the categories of users observed in the uptake of the social network?

Research design

This study has employed a quantitative research design, namely a cross-sectional, non-experimental, between-subjects research design. The data generated by this study looked at trends in certain characteristics associated with social network uptake as well as lack of uptake. It has drawn relationships between attitudes and behaviours about change along with demographic characteristics and the uptake, or lack there of, of a social networking site. The data is numerical in nature and will thus be able to produce statistics that can explain aspects of the sample. What has been said about the sample can hopefully then be generalised to the whole population from which the sample was drawn from.

Sample

A sample is drawn from a population in order to generate data in an easier, more economical way (as opposed to using the entire population) (Becker & Bryman, 2004). The sample for this study consisted of employees from two organisations; namely an advertising agency and an NGO in the educational field consisting of a range of educators at school level. Both of them have been implementing a particular SNS since August/September 2011 and 2007 respectively. The sampling strategy

used for this study was non-probability sampling. This was due to the fact that the sample was being used for convenience purposes (Becker & Bryman, 2004) as they have all been exposed to the corporate SNS implemented. From a possible sample of 400 users inclusive of both organisations, a sample of 118 users and non-users were obtained.

Procedure

Emails were sent out to all employees in each of the respective organisations. They were sent to users and non-users to generate a larger sample size. The email contained a link to the survey that was created and presented via an online platform. The participant information letter and each questionnaire used can be seen in Appendix A to F. On completion of the surveys, the surveys were collected on the online platform used where they were made accessible to the researcher. It should be noted that this online platform is protected by a username and login password and thus cannot be accessed by other individuals nor can the results be changed or tweaked. Information on ethical considerations of anonymity and confidentiality was also provided in the participant information sheet as well as the voluntary nature of the study. Participants were told that they could withdraw from the study if they chose to do so but completion and submission of the questionnaire would constitute consent to the study and withdrawal from that point would no longer be optional.

Measuring instruments

Demographic characteristics were asked in the form of a demographic questionnaire. Items asked for details regarding age, gender, race, organisational level, level of education, marital status, previous/other SNS usage and computer knowledge. The questions were close-ended where the participant chose between a range of possible answers. This made the data easy to quantify.

The Individual Readiness for Organisational Change Scale (Holt, Armenakis, Feild & Harris, 2007) was adapted for this study. It had 8 items and consisted of 3 subscales; appropriateness (5 items), management support (1 item), and change efficacy (2 items). Items were scored on a 7-point Likert-type scale ranging from 1=strongly disagree and 7-strongly agree with higher scores indicating a stronger readiness for change. An N/A option was provided if employees felt this item was not

applicable. It was scored as missing. Items include; “I think that my work will benefit from using SNS”, “using SNS matches the priorities of our organisation”, “I have the skills that are needed to make this change work”, and “the time spend on SNS should be spent on something else” (reversed). For the purpose of this study however the scale was used as a whole and not broken down into subscales. The Cronbach alpha for this scale as a whole was .76 which is considered a good reliability as it is above the recommended score of .7 as suggested by Nunnally (1978).

The Predisposition to Resist Change Scale (Oreg, 2003, cited in Saksvik & Hetland, 2009) has 11 items and has a 5-point Likert-type scale where 1=strongly disagree and 5=strongly agree. The scale consists of four components; routine-seeking (4 items); emotional reaction (3 items); short-term thinking (2 items); and cognitive rigidity (2 items). Higher scores indicate a stronger disposition to resist change. Items include; “I generally consider changes to be a negative thing”, ”When I am informed of a change of plans, I tense up a bit.”, “I’d rather be bored than surprised”, and “I don’t change my mind easily”. For the purpose of this study however the scale was used as a whole and not broken down into subscales. The Cronbach alpha for this scale as a whole was found as .75.

The Behavioural Support for Change Scale (Herscovitch & Meyer, 2002) has 14 items and has a 7-point Likert-type scale ranging from 1=strongly disagree and 7=strongly agree. There are three subscales that look specifically and compliance (2 items) cooperation (7 items) and championing (5 items). Higher scores indicate a stronger behavioural support for the organisational change (being the SNS implementation). Items include “I comply with my organisation’s directives regarding SNS” (compliance), “I encourage the participation of others on SNS” (cooperation), and “I try to find ways to overcome change-related difficulties” (championing). The reliabilities for each subscale are .49, .85 and .89 for compliance, cooperation and championing respectively. The compliance subscale has a low reliability, possibly due to its small number of items, and should therefore be used with caution (Herscovitch and Meyer, 2002). For the purpose of this study however the scale was used as a whole and not broken down into subscales. The total scale reliability was .89.

The Perceptions of the Social Network questionnaire is adapted from the questionnaire by Mosbeh & Soliman (2008) who looked at the perceptions affecting the adoption of a corporate intranet. This is plausible since corporate SNS can be used in similar ways to intranets. There are 13 items and scores are measured on a 5-point Likert-type scale where 1=strongly disagree and 5=strongly agree. The questionnaire is made up a number of components including; perceived usefulness (3 items), perceived ease of use (2 items), information quality (2 items), compatibility (2 items), computer self-efficacy (1 item), personal innovativeness (1 item), peer pressure (1 item), and technical support (1 item). Higher scores indicate a more positive perception of the social network. Some of the items include; "I find the SNS useful in my work", "I find SNS easy to use", "I am receptive to new technology", "The majority of my colleagues use our SNS", and "in my work community a specific person or group is always available for assistance in resolving difficulties with SNS". For the purpose of this study however the scale was used as a whole and not broken down into subscales. The total scale reliability was .89.

SNS uptake was determined by reports of actual data of usage and activity. This was obtained from the SNS Company that ran the SNS in the organisations. Types of data included frequency of use and activity on the site such as posts, responses, views, uploads and downloads. From this data trends of SNS behaviour can be seen. It has helped distinguish active users from passive users and non-active users, creating three different groups (active users – people who use the site regularly, upload and download information from it and interact with others on it; passive users – people who use the site fairly often but do not upload or download information from it; and non-users – people who are signed up with the site but do not use it). This can then also be used in the analysis to compare different types of users.

Analysis

Prior to running the analyses on the data generated from the survey, a cluster analysis was run on the uptake data to determine the categories of user groups. The purpose of a cluster analysis is group persons, products or occasion which can then be used for further analysis (Punj & Stewart, 1983). Ward's cluster analysis was used as it has shown to outperform other clustering methods (Bayne et al, 1980, cited in Aldenderfer & Blashfield, 1984). It provided the most evenly spread number of

participants across the groups. Three groups were thus found, constituting of non-users, passive users and active users.

Multiple imputations were also conducted. A multiple imputation is designed to address the issues of missing data in a data set, which is often found in social science research (Rubin, 1996). What occurs is random imputations are run numerous times, in this case five times, and the results for these five imputations are combined in such a way that the standard errors and probability values accurately reflect the impact of the imputation. The purpose of conducting the multiple imputations then was due to a sum of missing data from the data set. The multiple imputations thus allowed the researcher to use a larger sample size which would have been compromised due to a shortage of missing data.

With regard to the independent variables (IVs) (individual readiness for change, resistance to change and behavioural support for change) and the perceptions of the social network (dependent variable), a couple of analyses were conducted. Firstly a Pearson's correlation coefficient was run to determine simple relationships between the variables and secondly a Multiple Linear Regression (Weisberg, 2005) was conducted to determine if any of the IVs predicted the dependent variable.

Looking at readiness, resistance and behavioural support for change in relation to the SNS uptake data, ANOVAs were conducted to determine whether the change variable means differed across the SNS uptake data categories. With regard to the IVs, SNS uptake and the perceptions of the social network, a Moderated Multiple Regression (MMR) was conducted. A MMR is conducted for the purpose of determining whether there is a moderating effect of one variable on the relationship between two other variables (Aguinis, 2004). The moderator variable in this case would be the SNS uptake data as it was used to generate different categories of users (as mentioned above). This analysis determined whether the relations between readiness for, resistance toward, and behavioural support for change with the perceptions scores differed across each type of user group.

Regarding the demographic data and the perception scores, ANOVAs were conducted to determine whether there were any valuable findings between demographic

variables and how individuals perceive the SNS. For the demographic variables and the SNS uptake data, a cross-tabulation and Chi Squared analyses were conducted. These were to determine the distributions of the demographic data across each of the SNS uptake data categories and whether there were any significant differences between the demographics and types of user categories. This would determine if there are any trends across demographic data that are associated with any particular type of user.

Ethics

Due to the nature of the data collection being sent and received via email, anonymity of the participants could not be granted. It was also a requirement so that the survey data responses could be linked with the uptake data received from the SNS Company. However the confidentiality of the results was stressed such that only the researcher and her supervisor would have access to the actual questionnaires/surveys. Since the data was pooled together, for the purpose of looking at trends in the sample, anonymity of individual results in this regard could be maintained. Once the study was been completed and submitted the raw data in the form of the questionnaires/ surveys were stripped of any identifying information.

Results

Descriptive statistics

The sample consisted of 118 participants. Table 3.1 below covers all the demographic variables looked at in this study, namely, age, gender, race, education level, organisational level, SNS usage and marital status. The sample was 65.25% female with the most common age group being 40-49 (28.81%). 59.32% of the sample was white, 49.15% of the sample is married, and 27.12% had obtained masters degrees. The majority of the sample (42.37%) came from senior positions in their organisation and 27.97% used all SNS, namely Facebook, Twitter and LinkedIn. 38.98% of the sample also claim to know a lot about computers while 35.59% claim to know a suitable amount.

Table 3.1: Frequencies and percentages of the demographic variables within the sample.

Demographic	Frequency	Percent
Age		
<30	26	22.03
30-39	22	18.64
40-49	34	28.81
50-59	26	22.03
60<	10	8.47
Gender		
Female	77	65.25
Male	39	33.05
Missing	2	1.69
Race		
Black	28	23.73
White	70	59.32
Coloured	7	5.93
Indian	3	2.54
Other	6	5.08
Missing	4	3.39
Education level		

Matric qualification	11	9.32
Diploma	18	15.25
University degree	21	17.80
Honours degree	28	23.73
Masters degree	32	27.12
Other	7	5.93
Organisational level		
Independent consultant.	14	11.86
Junior	15	12.71
Middle	36	30.51
Senior	50	42.37
Missing	3	2.54
SNS Usage		
All	33	27.97
Facebook	28	23.73
Facebook/LinkedIn	22	18.64
Facebook/Twitter	14	11.86
LinkedIn/Twitter	9	7.63
None	12	10.17
Marital status		
Single	29	24.58
In a relationship	14	11.86
Married	58	49.15
Divorced	11	9.32
Missing	6	5.08
Computer Knowledge		
I know a lot about computers	46	38.98
I know the basics about computers, a suitable amount	42	35.59
I know very little about computers, close to nothing	1	0.85
Missing	29	24.58

Descriptive statistics on Readiness for organisational change, Resistance toward organisational change, Behavioural support for organisational change, and Perceptions of the SNS

Before discussing the means and standard deviations for readiness for, resistance toward, and behavioural support for organisational change along with the perceptions of the SNS, the normality of each scale will be discussed. The histogram distributions can be seen in appendix H. Table 3.2 contains all the skewness, kurtosis and Kolmogorov-Smirnov results for each of the present variables.

Table 3.2: Skewness, kurtosis and Kolmogorov-Smirnov results for Readiness for organisational change, Resistance toward organisational change, Behavioural Support for organisational change and the Perceptions of the SNS.

	Skewness	**Kurtosis**	**Kolmogorov-Smirnov**
Readiness for organisational change	-0.1648291	-0.5794588	0.069
Resistance toward organisational change	0.46517605	0.62215558	0.093
Behavioural support for organisational change	-0.2632386	-0.062837	0.062
Perceptions of the SNS	-0.745108	1.25501525	0.049

The histogram for Readiness for organisational change was slightly bimodal illustrating that most scores fell at 3.6 and 5.4. These are considered meaningful peaks thus illustrating that the sample were divided between low readiness and higher readiness for organisational change (given that the midpoint was 4). The skewness and kurtosis were -0.16 and -0.58 respectively indicating that it is slightly negatively skewed. However the Kolmogorov-Smirnov result is insignificant indicating that the distribution is still considered normal.

The histogram for Resistance toward organisational change was unimodal and had a skewness and kurtosis of 0.47 and 0.62 respectively and is thus slightly, positively

skewed to the right. The Kolmogorov-Smirnov however is insignificant and thus normality can be maintained for this distribution.

The histogram for Behavioural support for organisational change follows a normal bell curve, is unimodal and has a skewness and kurtosis of -0.26 and -0.06 respectively, both falling fairly close to 0. The Kolmogorov-Smirnov result was also insignificant confirming normality for this distribution. It also managed to maintain normality given that, two standard deviations above and below the mean fell within the range of the scale range.

The histogram for the Perceptions of the SNS is unimodal and has a skewness and kurtosis of -0.75 and 1.26 respectively indicating a distribution slightly, negatively skewed to the left. The Kolmogorov-Smirnov is considered significant and thus the normality of this distribution is threatened. However the deviations are relastively small and the sample size is sufficient for the central limit theorem to apply.

Readiness for organisational change had a mean of 4.42 (*sd*=1.03) which is just above the midpoint of 4 indicating that the sample were higher in readiness for change. Resistance toward organisational change had a mean of 2.34 (*sd*=0.56) with scores ranging from 1 to 5 indicating that individuals had a low resistance toward change. Behavioural support for organisational change had a mean of 4.47 (*sd*=1.03) again with a midpoint of 4 (the range being 1 to 7) indicating that individuals were higher in behavioural support for change.

Table 3.3: Means and standard deviations for Readiness for organisational change, Resistance toward organisational change, Behavioural Support for organisational change and the Perceptions of the SNS.

	Means	**Standard Deviations**
Readiness for organisational change	4.42	1.04
Resistance toward organisational change	2.34	0.56
Behavioural support for organisational change	4.47	1.03
Perceptions of the SNS	3.15	0.69

Perceptions of the SNS had a mean of 3.15 (*sd*=0.69) with a midpoint of 3 indicating that individuals were just slightly positive toward the SNS in their perceptions, although not by very much. This indicates that despite being higher in readiness and behavioural support for change and a lower resistance toward change, the SNS itself does not appear to be generating a strongly positive perception.

Cluster analysis results

Table 3.4 illustrates which SNS activities were recorded in this study and the mean scores for each that ultimately determined the SNS user categories utilised in this study. The cluster analysis resulted in producing 3 distinct groups, namely non-active users, passive users and active users. The groups consisted of a sample size of 35, 29 and 33 respectively. Non-users were a default group given that they constituted of scores of 0. Active users on the other hand consisted of individuals who overall did more on the SNS than those of their passive counterparts. They did more viewing of documents, photos, blogs, events, downloads as well as posting on walls, statuses, photos, groups and events. A thorough breakdown of the activities can be seen in table 3.4. Missing participants (given that the total sample from the cluster analysis totalled 97 and the research sample totalled 118) were due to being unable to match 21 surveys with the SNS uptake data. Figure 3.1 is the tree diagram that illustrates how it came to be that three categories were operationalised. From the tree it is clear that there are two distinct groups (the third group, the non-users, had a default score of 0 and thus were not part of the tree diagram).

Figure 3.1: tree diagram illustrating the cluster analysis results.

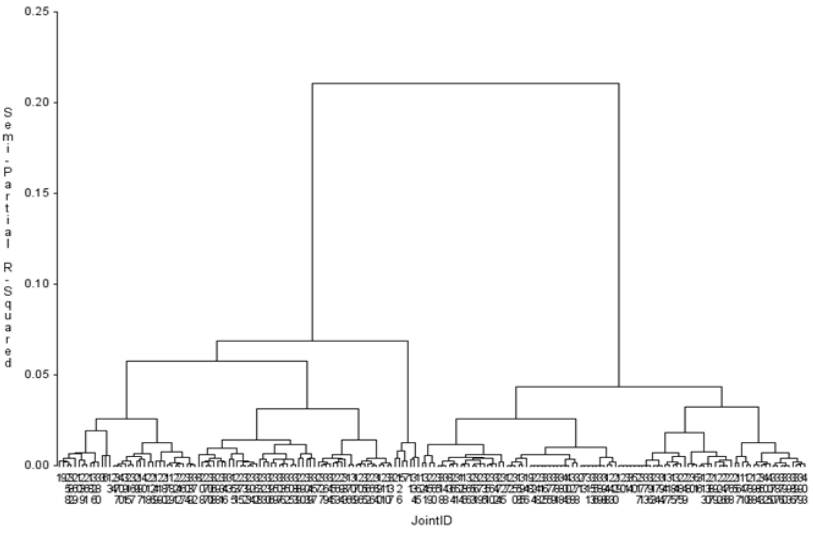

Table 3.4: Sample sizes and mean scores for each SNS activity across each category of user.

SNS activity	SNS category		
	Non-users	**Passive users**	**Active users**
n	35	29	33
Download document Mean	0	0.10	0.56
Edit event Mean	0	0	0.06
Invite guests event Mean	0	0	0.03
Photo Count Mean	0	0.14	0.12
Upload Count Mean	0	0.14	0.12
View album Mean	0	0	0.12
View blog Mean	0	0	0.33
View document Mean	0	0.21	0.82
View event Mean	0	0.07	0.61
View gallery Mean	0	0.03	0.27
View gallery event Mean	0	0	0.70
View gallery group Mean	0	0	0.73
View global newsfeed Mean	0	0.69	0.97
View group Mean	0	0.03	0.89
View inbox Mean	0	0.24	0.97
View member Mean	0	0.55	0.94
View member friends Mean	0	0.48	0.94
View message Mean	0	0.17	0.88
View photo Mean	0	0	0.15
View sent items Mean	0	0.07	0.27
View wiki page Mean	0	0	0.18
Wall album member Mean	0	0.03	0
Wall blog Mean	0	0	0.03
Wall blog group Mean	0	0	0.09
Wall document group Mean	0	0	0.12
Wall document member Mean	0	0	0
Wall event Mean	0	0	0.03
Wall group Mean	0	0.07	0.18
Wall member Mean	0	0.24	0.09
Wall photo group Mean	0	0	0.03
Wall photo member Mean	0	0	0.03
Wall posting Mean	0	0.03	0.15
Wall status message Mean	0	0	0.09

Correlation results for simple relationships between Readiness for organisational change, Resistance toward organisational change, Behavioural Support for organisational change, and the perceptions of the SNS.

A correlation was conducted between readiness for change and perceptions of SNS scores. The correlation was found to be very strong and positive (0. 78009) as well as significant (p<0.0001). The mean score for readiness for change was 4.42 (sd=1.04) indicating that individuals overall tended to be higher in readiness for change.

A correlation was conducted between resistance toward change and the perceptions of the SNS. A very weak, negative relationship was found (-0.00226) and it was also insignificant (p=0.9586). The mean score for resistance to change was 2.34 (sd=.056) indicating that despite an insignificant result, individuals tended to be low in resistance toward change.

A correlation conducted between behavioural support for change and perceptions of the SNS was found to be very strong and positive (0.84701) as well as significant (p<0.0001). A mean score of 4.47 (sd=1.03) was obtained indicating that individuals tended to be higher in behavioural support for change.

Table 3.5: Correlation matrix for Readiness for organisational change, Resistance toward organisational change and Behavioural Support for organisational change with the Perceptions of the SNS.

Correlation matrix	**Readiness for organisational change**	**Resistance toward organisational change**	**Behavioural support for organisational change**
Perceptions of the SNS	0. 78009 p<0.0001**	-0.00226 p=0.9586	0.84701 p<0.0001**

Multiple linear regression results for Readiness for organisational change, Resistance toward organisational change and Behavioural Support for organisational change on the perceptions of the SNS.

In order to examine the combined impact of these variables of Perceptions of the SNS a multiple linear regression was conducted. A significant result was found for

readiness for organisational change (p=0.0038) thus indicating that readiness for change has predictive value over and above the other two variables. Similarly behavioural support for organisational change also produced a significant result (p<0.0001) also indicating that it is able to add to the predictive value of the other variables. Not surprising resistance toward organisational did not show any predictive power. As such readiness & behavioural support each provide complimentary information about the perceptions of the SNS.

Table 3.6: Multiple Linear Regression results for Perceptions of the SNS.

Independent Variable	**Parameter Estimate**	***t***	***p*-value**
Readiness for organisational change	0.228	3.57	0.0018
Resistance toward organisational change	-0.059	-0.86	0.3931
Behavioural support for organisational change	0.392	5.70	<0.0001

How does Readiness for organisational change, Resistance toward organisational change and Behavioural support for organisational change relate to the uptake of the social network?

ANOVAs were conducted for each of the change variables, namely readiness for organisational change, resistance toward organisational change and behavioural support for organisational change, across each of the SNS uptake data categories to determine if there were any significant differences between scores for each type of user. The results can be seen in table 3.8. None of the ANOVA results were significant.

The ANOVA results for the perceptions of the SNS and the uptake data categories was non-significant indicating that the perceptions of the SNS had no relation to whether individuals were non-, passive or active users on the SNS.

Table 3.7: ANOVA results for Readiness for organisational change, Resistance toward organisational change, Behavioural support for organisational change and Perceptions of the SNS with SNS uptake data category.

ANOVA results	**Readiness for organisational change**	**Resistance toward organisational change**	**Behavioural support for organisational change**	**Perceptions of the SNS**
SNS uptake data category	0.22 *p*=0.8037	0.21 *p*=0.8124	0.67 *p*=0.5128	0.91 *p*=0.4079

Table 3.8 looks at the mean scores for each of the change variables, namely readiness for, resistance toward and behavioural support for organisational change, and the perceptions of the SNS across each of the SNS usage categories.

Table 3.8: Sample sizes for each user group and mean scores for Readiness for organisational change, Resistance toward organisational change, Behavioural Support for organisational change and the Perceptions of the SNS across each of the user groups.

	Categories of users groups		
	Non-users	Passive users	Active users
n	35	29	33
Readiness for organisational change	4.41	4.54	4.36
Resistance toward organisational change	2.3	2.28	2.37
Behavioural Support for organisational change	4.44	4.61	4.28
Perceptions of the SNS	3.07	3.27	3.01

What demographic characteristics relate to the perceptions of the social network and uptake of the social network?

ANOVAs were conducted to determine whether any demographic characteristics related to the perceptions of the SNS. A Chi squared analysis was conducted to determine if any of the demographic characteristics related to any of the SNS uptake

data categories. Table 3.9 below contains the ANOVA results for the demographic characteristics with the perceptions of the SNS.

Table 3.9: ANOVA results for demographic variables across SNS uptake data categories.

Demographics	*F* value	*p* value
Age	0.92	0.4598
Gender	3.17	0.0791
Race	3.01	0.0235*
Education level	1.80	0.1242
Organisational level	1.03	0.3831
Marital status	0.89	0.4502
SNS usage	2.23	0.0605
Computer knowledge	0.34	0.5641

Race – A significant result was found between race and perceptions of the SNS (P=0.0235), such that Coloureds and Blacks had a more positive perception of the SNS than Whites. However there were no significant differences between Blacks and Coloureds or any other racial groups

Age, gender, education level, organisational level, marital status, SNS usage and computer failed to establish any significant results.

Table 3.10 contains all the Chi squared results for the demographics and the SNS uptake data categories. The significant Chi squared analyses results for demographics on the SNS uptake categories were as follows;

SNS usage – SNS usage results were significant. Facebook use was found to be associated with the non-user category indicating that using Facebook leads to not using the corporate SNS. Similarly, LinkedIn use was found to be associated with more corporate SNS use.

Age, gender, race, educational level, organisational level, marital status and computer knowledge were all insignificant.

Table 3.10: Chi squared results for demographic variables across SNS uptake data categories.

Demographic	χ^2 value	*p* value
Age	8.1687	0.4172
Gender	0.4527	0.7974
Race	4.2729	0.8317
Education level	5.4086	0.8623
Organisational level	7.0503	0.0703
SNS usage	19.6100	0.0332*
Marital status	11.6640	0.0699
Computer knowledge	1.5336	0.8207

Cross tabulation results for demographic data and SNS uptake data categories

Table 3.11 contains all of the results from the cross tabulation covering the distributions of each demographic variable for each SNS uptake data category – namely non-users, passive users and active users. Non-users consisted of 74.28% of the sample that were below the age of 50, female (70.59%), white (60.61%), had obtained a university degree (25.71), an honours degree (22.86%) and a masters degree (22.86%), consisted of senior level employees (44.12%) and 57.58% were married. 40% of the sample were also Facebook users and 66.67% claimed to know a suitable amount about computers.

Table 3.11: Frequencies and percentages of demographic variables across non-, passive and active users.

Demographic	Non –users: Frequency (%)	Passive users: Frequency (%)	Active users: Frequency (%)
Age			
<30	7	7	5

	20.00	24.14	15.63
30-39	9 25.71	3 10.34	6 18.75
40-49	10 28.57	5 17.24	13 40.63
50-59	6 17.14	10 34.48	6 18.75
60<	3 8.57	4 13.79	2 6.25
Gender			
Female	24 70.59	17 58.62	24 77.42
Male	10 29.41	12 41.38	7 22.58
Race			
Black	8 24.24	11 39.29	3 9.38
White	20 60.61	14 50.00	24 75.00
Coloured	3 9.09	2 7.14	2 6.25
Indian	0 0.00	0 0.00	1 3.13
Other	2 6.06	1 3.57	2 6.25
Education level			
Matric qualification	6 17.14	2 6.90	1 3.23
Diploma	3 8.57	9 31.03	1 3.23
University degree	9 25.71	4 13.79	3 9.68
Honours degree	8 22.86	6 20.69	8 25.81
Masters degree	8 22.86	5 17.24	15 48.39
Other	1 2.86	3 10.34	3 9.68
Organisational level			
Independent consultant.	0 0.00	5 17.24	9 30.00
Junior	6 17.65	2 6.90	2 6.67
Middle	13 38.24	8 27.59	9 30.00
Senior	15	14	10

	44.12	48.28	33.33
SNS Usage			
All	7 20.00	11 37.93	7 21.21
Facebook	14 40.00	5 17.24	3 9.09
Facebook/LinkedIn	5 14.29	5 17.24	10 30.30
Facebook/Twitter	5 14.29	1 3.45	6 18.18
LinkedIn/Twitter	0 0.00	3 10.34	4 12.12
None	4 11.43	4 13.79	3 9.09
Marital status			
Single	7 21.21	10 35.71	4 13.33
In a relationship	6 18.18	4 14.29	3 10.00
Married	19 57.58	11 39.29	19 63.33
Divorced	1 3.03	3 10.71	4 13.33
Computer Knowledge			
I know a lot about computers	7 33.33	12 44.44	18 62.07
I know the basics about computers, a suitable amount	14 66.67	14 51.85	11 37.93
I know very little about computers, close to nothing	0 0.00	1 3.70	0 0.00

Passive users comprised of mainly the 50-59 age group (34.48%) with those less than 30 making up 24.14%, 58.62% were female, 50% white, 31.03% had obtained a diploma, 48.28% came from senior organisational positions and 27.59% came from middle level positions, and 39.29% were married while 35.71% were single. 51.85% also claim to know a suitable amount about computers and 37.93% use all types of SNS (being Facebook, LinkedIn and Twitter).

The active users consisted of 40.63% of the age group 40-49, were 77.42% female, 75% white, 48.39% had obtained masters degrees, 33.33% were senior level staff

while 30% were independents and 30% were middle level, and 63.33% were married. 62.07% of the active users also claim to know a lot about computers and 30.30% constitute as Facebook/LinkedIn users.

The categories of users appear to be fairly similar in demographics such that they mainly consist of white females from senior level positions that are married. However this can be expected as the overall sample holds similar demographic distributions.

Moderated Multiple Regression results for Readiness for change, Resistance toward change and Behavioural support for change with the perceptions of the SNS across the SNS uptake data user categories

A Moderated Multiple Regression was conducted to determine whether the relations between the change variable scores and the perception of the SNS scores varied across each category of user, namely non-, passive and active users. SNS user categories were coded as dummy variables. Results for this analysis were non-significant. Results can be seen in tables 3.12 to 3.14.

Table 3.12: Moderated Regression for Readiness for organisational change with perceptions of the SNS across SNS uptake data categories.

Parameter	**Estimate**	**DF**	***t***	***p* value**
Intercept	0.933	23.657	2.79	0.0103
Readiness for Change	0.492	29.924	6.93	<.0001*
Usage Category - Passive	0.087	54.52	0.7	0.4872
Usage Category - Active	-0.0548	72.589	-0.47	0.6414
Readiness x Usage Cat. - Passive	-0.011	70.511	-0.1	0.9207
Readiness x Usage Cat. -Active	0.140	183.76	1.1	0.2718

Table 3.13: Moderated Regression for Resistance toward organisational change with Perceptions of the SNS across SNS uptake data categories.

Parameter	**Estimate**	**DF**	**t**	***p* value**
Intercept	3.239	30.807	6.71	<.0001
Resistance toward Change	-0.058	20.258	-0.27	0.7868
Usage Category - Passive	0.239	33.267	0.54	0.5938

Usage Category - Active	0.261	239.01	0.93	0.3555
Resistance x Usage Cat. - Passive	0.145	1459.9	0.84	0.3999
Resistance x Usage Cat. -Active	-0.091	702.93	-0.54	0.5874

Table 3.14: Moderated Regression for Behavioural support for organisational change with Perceptions of the SNS across SNS uptake data categories.

Parameter	**Estimate**	**DF**	***t***	***p* value**
Intercept	0.876	29.135	3.32	0.0024
Behavioural support for Change	0.498	18.799	8.06	<.0001*
Usage Category - Passive	0.134	688.06	1.42	0.1566
Usage Category - Active	0.033	786.53	0.43	0.6676
Behavioural support x Usage Cat. – Passive	0.052	55.399	0.5	0.6202
Behavioural support x Usage Cat. - Active	0.004	62.003	0.04	0.9672

Additional statistics

Additional statistics were run to determine if any other relations between the variables could be discovered that were not focused on in this research study. The significant findings will be discussed below.

Demographic characteristics and Readiness for, Resistance toward, and Behavioural support for organisational change

ANOVAs were conducted to determine whether any of the demographic characteristics related to any of the change variables, being readiness for, resistance toward and behavioural support for organisational change. The results can be seen in table 3.15.

Table 3.15: ANOVA results for demographics with Readiness for, Resistance toward and Behavioural Support for change.

Demographics	**Readiness for organisational change**	**Resistance toward organisational change**	**Behavioural support for organisational change**
Age	0.58	0.78	0.34

	0.6804	0.5421	0.8505
Gender	9.03 0.0034*	0.30 0.5839	4.27 0.0426*
Race	0.82 0.5141	0.50 0.7389	2.64 0.0422*
Education level	1.54 0.1840	0.98 0.4333	1.94 0.1004
Organisational level	0.45 0.7160	1.00 0.3959	0.57 0.6396
Marital status	2.64 0.0544	2.61 0.0560	2.79 0.0477*
SNS usage	4.67 0.0008**	0.24 0.9433	1.98 0.0940
Computer knowledge	2.74 0.1022	2.63 0.1090	0.33 0.5665

Gender – a significant result was found between gender and readiness for change (p=0.0034) such that males were higher in readiness for change than females were A significant result was also found between gender and behavioural support for change, such that males showed a higher level of behavioural support for the change than their female counterparts. No significant results were found between gender and resistance toward change.

Race – a significant result was found between race and behavioural support for change (p=0.0422), such that black individuals showed a higher behavioural support for change than whites. No significant differences were found between the other racial categories.

Marital status – a significant result was found between marital status and behavioural support for change (p=0.0477) where being divorced (p=0.0088) or married (p=0.0426) showed a lower readiness for change than those who are single.

SNS Usage – a significant result was found between SNS Usage and readiness for change (p=0.0008) such that the more individuals used other SNS the higher their readiness for change scores were.

Age, education level, organisational level and computer knowledge were all insignificant in relation to readiness for change, resistance toward change, or behavioural support for change.

Discussion

This research report set out to determine whether there were any relationships between organisational change attitudes and behaviours, namely readiness for, resistance toward and behavioural support for change, and the perceptions of a SNS implementation that constituted as an organisational change initiative. It also set out to determine if there were any demographic differences between the SNS perceptions and SNS usage. Additional to this the change variables were also looked at in relation to a SNS uptake data set that distinguished between non-, passive and active users. Below is a discussion on what this study discovered.

How does Readiness for organisational change relate to the perceptions of the social network and uptake of the social network?

Individual readiness for organisational change was found to have a significant relationship with the perceptions of the SNS such that being more ready for organisational change indicated a more positive perception of the social network. This confirms the research of Jones et al, (2005) indicating that having a more positive attitude towards change initiatives, in this sense in the form of readiness, has positive outcomes for the levels of satisfaction one has with the change initiative. This finding can also be supported from a culture point of view. Given that the sample for this study consisted of employees in the education domain and employees from an advertising agency, it can be assumed that their cultures are encouraging of innovation and trying new techniques. This could thus be a reason for why levels of readiness for change were slightly high. However given that culture was not measured in this study, this possible understanding should be used with caution.

This relationship however was no particular surprise as it would be expected that increased readiness for change would relate to higher perceptions of the SNS. This is based on the idea of attitude such that having a more positive attitude about a change, in this case being more ready for change, should result in a more positive outcome regarding that change, being the increased perceptions scores.

Individual readiness for organisational change however did not relate to the SNS uptake data, indicating that regardless of how ready an individual is for a change it

does not necessarily materialise into more or less SNS use. This was a surprising finding as theory suggests that being ready for change does lead to change implementation success (Jones et al, 2005). However there are a number of reasons as to why this was not the case. It is possible that regardless of how ready an individual for change, it does not necessarily materialise into active behaviours. Based on the article by Watson-Manheim (2011) it is possible that the SNS has not provided strengths that outweigh the strengths of other communication tools. The issue might not be with the presence of the SNS but with the functionality of the SNS. The perceptions of the SNS were not particularly strong indicating a somewhat average satisfaction with the SNS. Thus despite being ready for change, the functionality of the SNS could potentially be what the organisation was not fully satisfied with and this resulted in a weak uptake data set. Additionally, the fact that the sample sizes for each category were also fairly small might have resulted in there being no significant results. This too was found in Watson-Manheim's (2011) article indicating that if the population on the SNS is too small, it will fail to generate the benefits that come with a SNS.

How does Resistance to organisational change relate to the perceptions of the social network and uptake of the social network?

Resistance toward organisational change had no relation with the perceptions of the SNS indicating that resistance toward a change does not influence how one perceives this organisational change initiative. This does not confirm the notion then that having a resistant attitude toward a change initiative, based on the idea that Patton and McCalman, (2000, cited in Patel, 2006) illustrated, results in whether it succeeds or fails. However there could be a number of reasons to make sense of this finding, the first being a general dissatisfaction with the actual SNS. The perceptions of the SNS were mediocre and the resistance scores were low indicating that individuals had a low resistance toward change. Ideally a negative relationship should have been found but this was not the case and this could have been due to a functionality problem with the SNS rather than an attitudinal problem about change.

Resistance to change in relation to the SNS uptake data categories also had no significant result, indicating that resistance to change does not translate into SNS usage data. This was a peculiar finding as it would have been expected that those

higher in resistance towards change would fall more under non-users than any other usage data category. However this was not the case. The problem here could arise due to an inherent functionality problem with the SNS as mentioned previously. It is possible that a SNS implementation does not generate the same reaction as would another change initiative and this might be why it has not related to resistance toward change. Based on the idea by Clarke et al, (1996, cited in Armenakis & Bedeian, 1999) that, threats to one's self-interest results in a higher resistance toward a change, the SNS implementation has not appeared to be a potential threat to the employees (as it does not require individuals to change their status within the company) and should result in individuals having a low resistance and hence make a better effort to engage in the change. However this has not been the case and the reason could be due to the neutral satisfaction with the perception of the SNS. Again the sample sizes for each of the user categories were fairly small and this too might have impacted on finding any significant results reiterating the point made my Watson-Manheim (2011).

How does Behavioural Support for organisational change relate to the perceptions of the social network and uptake of the social network?

Behavioural support for organisational change was found to have a relation with the perceptions of the SNS, such that showing higher behavioural support related to one having a more positive perception of the SNS. This relates to Herscovitch and Meyer's (2002) concept of cooperation where having a relation between behavioural support for change and positive perceptions of a SNS can constitute as at least cooperative behaviour given that it illustrates an effort toward the change in a positive direction. Porras and Robertson (1992, cited in Choi & Ruona, 2010) argued that the behavioural support organisational members show toward a change initiative results in its success. It can be said then that this is supported with this finding since being high in behavioural support and showing a positive perception toward the SNS indicates the positive direction the change initiative is going in.

Behavioural support for organisational change did not however establish any relations with the SNS uptake data categories. What this means is that behavioural support does not materialise into higher or lower levels of users. It would make sense for those being higher in behavioural support to constitute as users who are more active however this has not been the case. It was surprising to find that individuals claiming

to be high in behavioural support for change did not translate into actual uptake data. This fails to relate to Herscovitch and Meyer's (2002) concepts of compliance, cooperation and championing as increased behavioural support for change has not translated into increased user activity. Again the potential issue here is that the sample sizes for each category of user were too small to yield any significant results.

Due to finding insignificant results for all of the change variables and the SNS uptake data categories it would be valuable to point out that the perceptions of the SNS and the usage data categories also failed to relate to one another and so finding significant results with the one and not the other is no surprise. It was surprising to find that the, to use Jones et al's (2005) terminology, user satisfaction and SNS usage did not correspond with one another. This could have been for a number of reasons; firstly it is possible that despite the average perception score being close to neutral, it is still possible that users still actively, passively or fail to engage with the SNS regardless of how they perceive it. Secondly it is possible that the sample sizes again caused potential problems with regard to achieving significant results.

What demographic characteristics relate to the perceptions of the social network and uptake of the social network?

Age

Age did not appear to have any effect on the perceptions of the SNS. This was surprising as it was expected to have some type of effect, based on the notion that older individuals would have slightly more negative perceptions considering that changing to new forms of technology would be problematic. This fails to support the view that younger individuals engage more frequently with SNS than older individuals as proposed by Ellis et al, (2009). However given that both forms of organisations used in this study would appear to have regular use with computers the age of the participants might not have been as problematic as originally expected. Technology and the use of SNS has become a very popular function in society and so assuming that older generations would struggle with adapting to a new SNS would seem outdated.

Age did not have a significant relation to the SNS uptake data categories. This too was somewhat surprising as it was expected that younger individuals would engage

with the SNS significantly more than those of their older co-workers as indicated by Watson-Manheim (2011). However following from the same premise utilised in the previous finding, it would be naïve to assume that older individuals do not engage with SNS as much as younger individuals purely based on age.

Gender

Gender had no significant relation with the perceptions of the SNS. This confirms findings from Hargittai (2008) that gender differences are not so clear when it comes to viewing one particular SNS. Despite the females making up a larger proportion of the sample, this confirms that a gender difference is not related to a higher or lower perception of the SNS.

Gender failed to relate to the SNS uptake data categories too. Although there were more women in each category of user (due to the fact that there were more women in the whole sample to start off with) a significant gender difference was unable to be reached. This might however have something to do with the fact that the sample size for each category of user was too small to produce any significant findings.

Race

Race appeared to have a significant relation to the perceptions of the SNS such that Coloureds and Blacks had a more positive perception of the SNS than their White counterparts. This finding was interesting yet confirmed the findings of Hargittai (2008) which showed how individual SNS can generate different popularity ratings across different races. This finding however, based on the sample sizes, might have led to these results being slightly problematic as a Coloured sample of seven individuals cannot be generalised to all Coloured persons. A sample size that small is not considered representative for a whole population.

No significant results were found for any of the other demographic variables in relation to the perceptions of the SNS. Ultimately this means that there are no demographic characteristics that can be associated with this type of corporate SNS. However, this could potentially be due to the fact that when the sample size was broken down by each category of demographic the samples become a lot smaller and that might have been the cause for why other significant results were not found.

One significant result was found between alternative SNS usage (SNS use beyond the corporate SNS) and the SNS uptake data categories illustrating how individuals engaged with using Facebook were less likely to use the corporate SNS and individuals associated with LinkedIn, independently or in combination with other SNSs, were more likely to use the corporate SNS. This finding contradicts what Watson-Manheim (2011) assumed by saying that individuals with a stronger SNS use in their daily lives would translate into being more inclined to support these types of communication platforms. This finding however was interesting for a few reasons. It was interesting to see that individuals associated with social networking for the social purpose of it, i.e. Facebook users, were less likely to translate into corporate social networking for the purpose of work. Additionally, those associated more with LinkedIn were more likely to use the corporate SNS given that both SNSs hold the purpose of work-oriented networking. SNS used for the purpose of socialising then negatively translates into using corporate SNSs for work purposes, given that the interest in one is not the same as the other. SNS used for work purposes though do translate into corporate SNS use since the interest in both are similar. It can be said then that the types of social networking sites used outside of work can be assumed to determine how well a corporate SNS will be utilised.

No other significant results were found for any of the demographic variables in relation to the SNS uptake data categories. This indicates then that there are no demographic variables, other than SNS usage, that are more associated with one user category than another. In other words apart from age and gender which have already been discussed, race, education level, organisational level, marital status and computer knowledge failed to relate significantly with any of the SNS uptake data categories. Despite having insignificant results however it was interesting to discover, although expected, that individuals having a higher knowledge for computers were found to fall within the active-users category. But this result was not significant and thus cannot be said to say anything about the sample or the population. Future research might be able to explore this further.

The lack of significant findings, apart from the SNS usage, could have also been due to the organisational context that was used. One of the organisations was an

advertising agency which makes it safe to assume that all employees have a significant amount of computer interaction on a daily basis. A demographic difference cannot then be established as the necessity of interacting on a computer constitutes as part of the job description. A similar explanation can be given for the teaching platform. A certain level of computer knowledge is required for being a teacher and thus engaging with a SNS might not be as challenging as opposed to if computer use was not required on the job. However despite having a range of opportunity to engage with the SNS usage was still not as high as should be expected and this points to other potential problems; namely ones with the functionality of the actual SNS.

An overall analysis that looked at how readiness, resistance and behavioural support for organisational change related to the perceptions of the SNS moderated by the SNS uptake data categories was found to have no significant results. There were hence no moderator effects for the SNS uptake data categories across the simple relationships. This was a surprising finding as it was expected that higher perceptions of the SNS would be associated with more active users and similarly lower perceptions would be associated with less active users. By contrast however, this finding confirms the belief of Haines and Petit (1997, cited in Jones et al, 2005) that having both forms of data, the user satisfaction and the usage of an information system, provides a much better view of the system than if either were utilised alone. If both sets of results were the same that would indicate that having both sets of data would be redundant given that they would be providing the same information. In this case, given that the SNS uptake data nullified previous findings, it points to information about the SNS that could be potentially problematic and has hence said something more about the SNS than merely reiterating the other findings. The lack of findings has thus managed to add value about the SNS, despite being something that was not expected. Given that the perceptions of the SNS and the SNS uptake data did not correspond in an earlier finding, this result reiterates that finding however it manages to provide it with more potential value. It does this by indicating why this result was possibly found, saying that although the SNS uptake data was not significant, that in itself says something about the SNS.

Limitations and recommendations

This study managed to find some very interesting results however, like all research endeavours, limitations were bound to occur. The first limitation of this research study was the sample size. There was a large enough population from both organisations that would have been able to provide the researchers with more valuable data however a larger sample size was not able to be achieved. This had further repercussions when it came to the analyses procedures. Due to an already small sample size, once the cluster analysis was conducted, the groups became even smaller and that made it difficult to generalise the findings to the entire population group.

Combatting the issue of missing data, a multiple imputation was conducted. However it would then be useful to suggest using these findings with caution. Although there is a statistical technique available to compensate for missing data in a dataset it is not the most ideal situation to be in. This links with the previous limitation in that generating a larger sample size would assist in combatting missing data.

Another potential limitation in this research report relates to the use of one of the organisations that participated in this study. The teaching organisation had already implemented and functioned with the SNS since 2007, which makes it difficult to classify as a change initiative, purely because it is a change that is already up and running. This might help explain why resistance to change yielded insignificant results throughout the study; resistance might have already been combatted after four years of implementation. On the other hand the other organisation sample might have been too small to independently yield any significant results however because both samples were combined it is unknown as to whether there were any differences between the findings for each group.

Using online surveys was another limitation of the current study because it failed to provide anonymity for the participants. The identifying information however was needed in order to match survey responses with the SNS uptake data and so despite infringing on ethical boundaries it was for the benefit of the study and participants were aware of this infringement.

Establishing the organisational culture and climate might have also benefitted the pursuit of this research study given how attitudes and behaviours toward change are linked closely to culture. Although this fell outside the scope of this research study, it would be useful to look at in future research given that it has the potential to be an influential factor within the field of corporate SNS and organisational change.

Recommendations that can be suggested for future research within this field are as follows; selecting a change initiative that is about to be implemented and conducting pre- and post-tests to determine whether the actual change has an impact on individual's levels of readiness for, resistance toward, and behavioural support for organisational change would be valuable. It would also be interesting to see whether pre-scores of these attitude and behaviour variables affect the way a change initiative succeeds or fails. Considering that this study was cross sectional, a future recommendation of conducting a longitudinal study could potentially lead to stronger findings.

Comparing different organisations might produce valuable information as it speaks to the type of culture that is present within a given organisation. Similarly, comparing different types of change initiatives might also produce valuable information as reacting toward a particular change is unique in that not all change reactions are the same. The change initiative presented in this current study, the SNS implementation, did not generate high scores of readiness for, resistance toward, or behavioural support for organisational change and that might be due to the type of change initiative it was. Unlike other change initiatives that require job rotations, role changes and potential lifestyle changes, an SNS implementation, given how society is in touch and in tune with social media and technology, does not seem as anxiety-provoking as other potential changes.

Potentially including commitment as one of the variables in a research study such as this one might be beneficial given how closely linked it is to behavioural support for change. Although it fell outside the scope of this study, according to theory, it should hold some value when assessing change attitudes and behaviours in relation to organisational changes.

Social networking sites are still a promising field of study in the organisational arena and thus another recommendation for future studies could be finding more unique and valuable ways to study them in this context. Considering that they are still very new on the context of being corporate social networking sites, conducting studies that focus on what makes them successful and how that would work in an organisational setting would be highly beneficial for the future.

Conclusion

This research study set out to determine whether readiness for organisational change, resistance toward organisational change and behavioural support for organisational change had any relation toward the success of a SNS implementation change initiative. How it aimed to measure the success of the SNS implementation was through measuring the perceptions individuals had about the SNS and the SNS uptake data which was transformed into user categories. Additional to observing the change variables with the SNS, demographic variables were also measured to determine whether there were any demographic characteristics associated with the perceptions and the uptake of the SNS. The purpose of exploring possible relationships between the change variables and demographic variables with the SNS initiative was to ultimately discover whether there were any potential avenues that could be found to try and improve a corporate SNS implementation. If potential relationships were found then they could provide opportunity to better prepare an organisation for a change initiative, be it a SNS implementation or any other change initiative, as well as to better understand the environment which the change initiative is being implemented into. That was the exploratory intention of this current research report.

Readiness for organisational change managed to establish a relationship with the perceptions of the SNS however it failed to relate to the SNS uptake data categories. Based on these findings it can be concluded that being more ready for change does affect the way one perceives a change and that holds future potential for how change initiatives can be approached. However being ready for change does not necessarily materialise into more or less SNS usage, based on these findings. However based on the issues raised regarding this data set and the sample size used, it is possible that these findings are not definite. This research has just scratched the surface on what potential findings can still be found and it would be suggested to not look at these results as a final answer. Quite the contrary it would be encouraged that these findings inspire future research to delve further into discovering whether attitudes and behaviours about change can mean for future change initiatives.

Resistance toward organisational change failed to establish any relationships with the perceptions of the SNS as well as the SNS uptake data. It can be concluded then that resistance to organisational is not a concept that relates to a SNS implementation

change initiative. It is possible that resistance as a construct taps into another realm of the human element that was not present in this current research. Similarly based on a large portion of this sample the change initiative was not particularly current and so feelings of resistance might not have been significant at this stage of the SNS implementation. For future research however it could potentially hold more value regarding a change initiative as well as if it were assessed prior to the change implementation and again after. This research, despite having insignificant resistance results cannot be written off this field of study.

Behavioural support for organisational change succeeded in establishing a relationship with the perceptions of the SNS yet failed to generate a relation with the SNS uptake data. From these results it can be concluded that behavioural support for an organisational change does in fact hold value when it comes to influencing how one perceives a change. Directly speaking to these findings behavioural support for organisational change has shown to be a potential avenue with which organisations can influence to improve the way employees perceive a change. Behavioural support for change however has failed to determine whether or not it materialises into actual change behaviour. But based on the issues that arose with the sample executed in this study it cannot be said that these findings are fact. It would be strongly encouraged for future researchers to look further into this relationship as logically they should provide something meaningful.

Apart from race generating a significant result with the perceptions of the SNS and SNS usage establishing is a significant result with the uptake data categories, all the other demographic variables failed to provide any valuable information regarding the perceptions of the SNS along with the uptake data. It is difficult to conclude whether these findings are a true reflection or not based on the limitations that have been mentioned above. It is thus suggested for future researchers to determine whether, with a more representative sample, if there are any demographic differences when it comes to how corporate SNSs are received in the workplace. The value in determining this would hopefully be for the purpose of tailoring SNS packages that are best suited to given groups of individuals as well as organisations thus attempting to better the chances of corporate SNSs being successful in the future.

This research report has been ambitious in trying to discover a wide range of possibilities for understanding how individuals respond to change initiatives, particularly corporate social networking sites. Despite being unable to contribute a significant amount of information within this field of study, it has managed to scratch the surface on an area of interest that has yet to become fully fruitful within the working world. The possibilities for this area of study have yet to be seen.

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Appendix A

School of Human & Community Development
Psychology
School of Human & Community Development
Private Bag 3, Wits 2050, South Africa. Telephone: +27 11-717-4500/2/3/4. Fax: +27-11-717-4559

Good day.

My name is Bonita Borrageiro and I would like to invite you to participate in a research study I am currently conducting for the purposes of obtaining my Masters degree in Organisational Psychology at the University of Witwatersrand. As part of our course we are required to perform supervised research in a particular area of Organisational Psychology. For my research project I have chosen to examine the relationship between attitudes and behaviours regarding change, demographic characteristics and corporate social network site (SNS) use.

You are invited as a registered user of the corporate SNS at your workplace to participate in this survey. All registered users are invited to participate irrespective of how often they have interacted with the site. Participation in this research will involve completing the following questionnaire, which will take approximately 10 minutes. Participation is completely voluntary. You will not be advantaged or disadvantaged in any way by choosing to complete or not complete this questionnaire. While some questions may appear to be of a personal nature, no identifying information is required of you. Your responses will also be looked at only in relation to all other responses in order to establish trends.

If you are willing to participate in the study, please complete the following questionnaire. Feedback of general trends will be available on request from the researcher from February 2012 once the research is completed. Should you require further information or assistance in completing the form, please feel free to contact me or my supervisor, Michael Greyling. Thank you for taking the time to read this letter and, should you choose to participate, thank you for your assistance.

Bonita Borrageiro
072 109 4898
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Michael Greyling
(011) 717 4520
Michael.Greyling@wits.ac.za

Appendix B

Demographic questionnaire

Please answer the following questions as honestly as possible. Please do not leave out any questions. Apart from age, please mark with a tick or an X the following questions;

Age:

- <30
- 30-39
- 40-49
- 50-59
- 60<

Gender:

- Male
- Female

Race:

- White
- Black
- Indian
- Coloured
- Other

Education level

- No Matric qualification
- Matric qualification
- Diploma
- University degree
- Honours degree
- Masters degree
- Other _____

Level in organisation

- Senior
- Middle
- Junior
- Independent consultant

SNS usage (can select more than one)

- Facebook
- Twitter
- Dating sites
- None of the above
- All of the above
- Other_____

Marital status

- Single
- In a relationship
- Married
- Divorced

Computer knowledge

- I know very little about computers, close to nothing
- I know the basics about computers, a suitable amount
- I know a lot about computers

Appendix C

The Individual Readiness for Organisational Change Scale

Below is a questionnaire that looks at individual readiness for organisational change. Please answer all the questions that follow as honestly and carefully as possible. After reading each statement please indicate the level at which you agree or disagree. Numbers are equivalent to the following answers;
1=strongly disagree, 2=disagree; 3=somewhat disagree; 4=neutral; 5=somewhat agree; 6=agree; 7=strongly agree.

	1	**2**	**3**	**4**	**5**	**6**	**7**
1. I think that the organisation will benefit from this change.							
2. This change will improve our organisation's overall efficiency.							
3. This change makes my job easier.							
4. The time we are spending on this change should be spent on something else.							
5. This change matches the priorities of our organisation.							
6. Senior colleagues have encouraged me to embrace this change.							
7. There are some skills that are required in using the SNS that I don't think I have (for example, uploading documents or sharing links).							
8. I have the skills that are needed to make this change work.							

Appendix D

The Predisposition to Resist Change Scale

Below is a questionnaire that looks at an individuals' predisposition to resist change. Please answer all the questions that follow as honestly and carefully as possible. After reading each statement please indicate the level at which you agree or disagree. Numbers are equivalent to the following answers;
1=strongly disagree, 2=disagree 3=neutral; 4=agree; 5=strongly agree.

	1	2	3	4	5
1. I generally consider changes to be a negative thing.					
2. I like to do the same old things rather than try new and different ones.					
3. Whenever my life forms a stable routine, I look for ways to change it.					
4. I'd rather be bored than surprised.					
5. When I am informed of a change of plans, I tense up a bit.					
6. When things don't go according to plans, it stresses me out.					
7. If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.					
8. Often, I feel a bit uncomfortable even about changes that may potentially improve my life.					
9. I sometimes find myself avoiding changes that I know will be good for me.					
10. I often change my mind.					
11. Once I've come to a conclusion, I'm not likely to change my mind.					

Appendix E

The Behavioural Support for Change Scale

Below are statements that look to behavioural responses toward the implementation of the corporate SNS. Please indicate the level to which you agree or disagree with the following statements.
Numbers are equivalent to the following answers;
1=strongly disagree, 2=disagree; 3=somewhat disagree; 4=neutral; 5=somewhat agree; 6=agree; 7=strongly agree.

	1	**2**	**3**	**4**	**5**	**6**	**7**
1. I comply with my organisation's directives regarding the SNS.							
2. I adjust the way I do my job as required by the SNS.							
3. I continue to use the SNS, even if others don't perceive it as beneficial.							
4. I avoid former practices, even if they seem easier.							
5. I engage in change-related behaviours that seem difficult in the short-term but are likely to have long-term benefits.							
6. I seek help concerning the SNS when needed.							
7. I don't complain about the SNS.							
8. I try to keep myself informed about the SNS.							
9. I am tolerant of temporary disruptions and/or ambiguities in my job.							
10. I encourage the participation of others on the SNS.							
11. I speak positively about the SNS to co-workers and/or outsiders.							
12. I try to find ways to overcome change-related difficulties.							
13. I persevere with the SNS to reach goals.							
14. I try to get co-workers to overcome their resistance toward the SNS.							

Appendix F

The Perceptions of the Social Network questionnaire

Below is a questionnaire that looks at perceptions of the Social network implemented at work. Please answer all the questions that follow as honestly and carefully as possible. After reading each statement please indicate the level at which you agree or disagree. Numbers are equivalent to the following answers;
1=strongly disagree, 2=disagree 3=neutral; 4=agree; 5=strongly agree.

	1	2	3	4	5
1. Using the SNS improves my work performance.					
2. Using the SNS in my work increases my productivity.					
3. I find SNS useful in my work.					
4. I find the SNS easy to use.					
5. My interaction with the SNS is clear and understandable.					
6. The SNS provides me with up-to-date information.					
7. The SNS provides me with reliable information.					
8. Using the SNS fits my work style.					
9. Using the SNS requires a change in the way I do my work.					
10. I could use the SNS even if there was no one around to help.					
11. I am receptive to new technology.					
12. The majority of my colleagues use the SNS.					
13. In my work community a specific person or group is always available for assistance in resolving difficulties with the SNS.					

Appendix G

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Good day,

My name is Bonita Borrageiro and I would like to invite you to participate in a research study I am currently conducting for the purposes of obtaining my Masters in Industrial Psychology at the University of Witwatersrand. As part of our course we are required to perform supervised research in a particular area of Industrial Psychology. For my research project I have chosen to examine the relationship between attitudes and behaviours surrounding organisational change, individual characteristics and a corporate social network site (SNS) use.

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SNS has become increasingly popular in the working world and organisations are implementing them as a medium to communicate, share knowledge and encourage the generation of new ideas and innovations. However as a change initiative it would be beneficial to determine how employees react to the change. Specifically, attitudes and behaviours regarding organisational change initiatives, along with individual characteristics, can tell us how successful or unsuccessful a change initiative can be. This is essentially what this research project has set out to accomplish. I would therefore like to invite you to participate in this research. Participants in this study are, however, required to work for the same company and are targeted by the same corporate SNS.

Participation in this research will involve the participants completing a questionnaire which will approximately take 10 minutes. Participation of the organisation is completely voluntary and can choose to remain anonymous. You will not be advantaged or disadvantaged in any way by choosing to partake or not partake in this study. The purpose of the study is for purely academic research and the data found will be used to establish trends.

If you fulfil the criteria for participation and are willing to participate in the study please sign the consent form below.

At the completion of the research, feedback of general trends will be available from me at your request from February/March 2012. Should you require further information please feel free to contact me or my supervisor, Michael Greyling. Thank you for taking time to read this letter and should you participate, thank you for your assistance.

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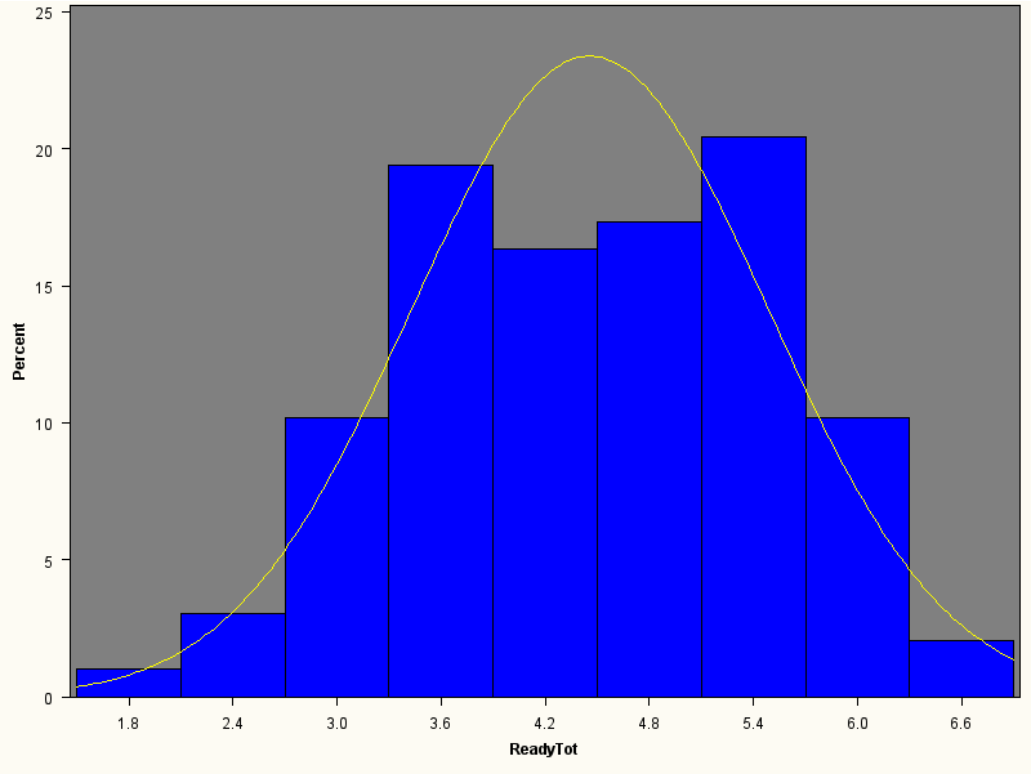
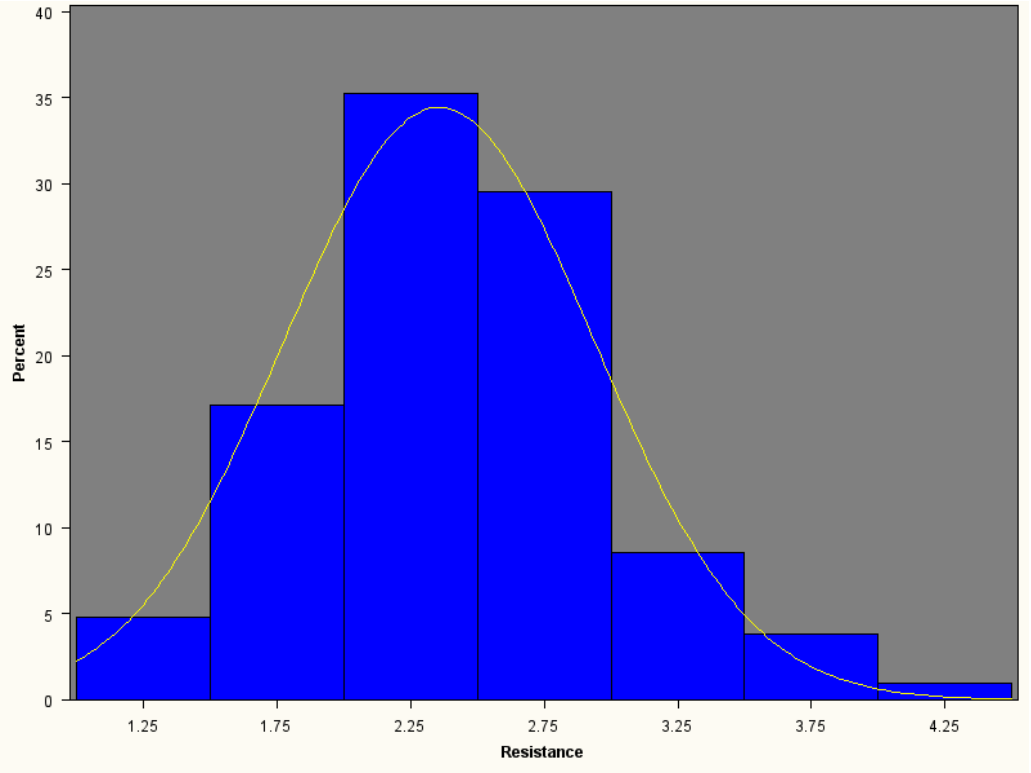
Appendix H

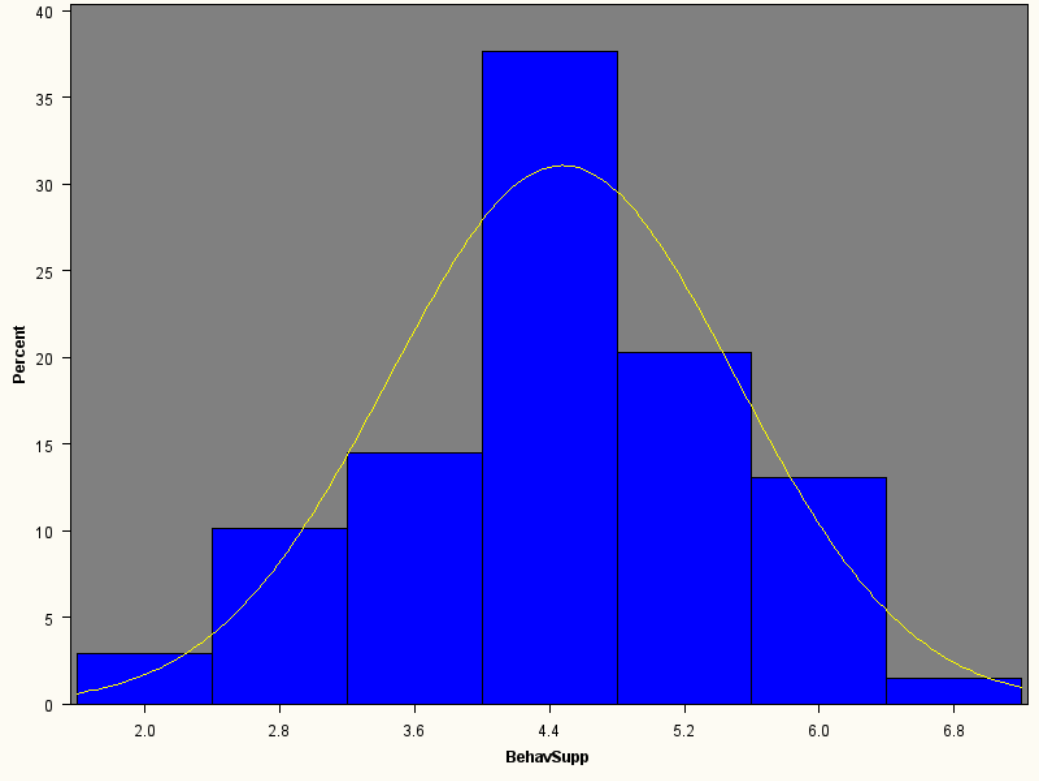
Histogram displaying the distributions of scores for Readiness for organisational change scores.



Histogram displaying the distributions of scores for Resistance toward organisational change scores.



Histogram displaying the distributions of scores for Behavioural support for organisational change scores.



Histogram displaying the distributions of scores for perceptions of the SNS scores.

