



UNDERSTANDING THE DYNAMICS OF SOCIAL CHANGE BY USING ORGANIZATIONAL TERMINOLOGY: THE CASE OF TURKEY*

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ABSTRACT

Any individual, group, organization or society must cope with and adapt itself to the change going around its environment. Even though it is impossible to prevent change, generally these actors may try to resist it. Managing the change by preventing the resistance to it is an important success factor that the leaders and the followers should cope with. The leaders and the followers are the main characters of the change and resistance.

In this study we discuss the main dynamics of social change in Turkey by using organizational change terminology. A typology proposal is discussed in the study in which the roles of the leaders and followers on change and resistances are underlined on this model. In the typology, the outside actors on the change proses were ignored and only the leaders and the followers were discussed. The function of the leadership and followers' behaviors are the main factors of the type of change described as ideal, entropic, coercive, and revolutionary within the model.

Key Words: Social change, resistance to change, ideal change, coercive change, revolutionary change, entropic change.

ORGANİZASYON TERMİNOLOJİSİNİ KULLANARAK SOSYAL DEĞİŞİM DİNAMİKLERİNİ ANLAMAK: TÜRKİYE ÖRNEĞİ

ÖZET

Tüm bireyler, gruplar, organizasyonlar veya toplumlar çevrelerinde meydana gelen değişim ile başa çıkmayı ve değişime uyum sağlamayı öğrenmek zorundadırlar. Her ne kadar söz konusu değişimi engellemek mümkün olmasa dahi, genel olarak değişime maruz kalan tüm bu aktörler değişime direnç gösterirler. Değişim sürecini yönetebilmek ve değişime direnci engelleyebilmek özellikle liderler ve

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değişimi talep eden takipçileri için önemli bir husustur. Liderler ve takipçileri değişimin ve değişime direncin ana unsurlarıdır.

Bu çalışmada, Türkiye'deki sosyal değişim, yönetim ve organizasyon terminolojisi kullanılarak tartışılmaya çalışılmıştır. Liderler ve takipçileri ekseninde ortaya konulan bir tipoloji kullanılarak değişim ve değişime direnç konusu modellenmeye çalışılmıştır. Tipoloji, lider ve takipçilerin değişimi zorlama veya değişime direnç gösterme özellikleri bağlamında; ideal, yok olucu, zorlayıcı ve devrimsel olmak üzere dört farklı modelde değişimin gerçekleştiği veya gerçekleşebileceğini ortaya koymaktadır.

Anahtar Kelimeler: Sosyal değişim, değişime direnç, ideal değişim, zorlayıcı değişim, yok olucu değişim, devrimsel değişim.

Introduction

Heraclitus of Ephesus declares hundreds years ago as; “*The only thing that doesn't change is the change itself.*” In his another saying he also says that, “*No man ever steps in the same river twice*” (Kahn, 1979). Although modern organizations and nations are more affected by it, change can be seen in different kind of societies and organizations almost from the beginning of human history. Change is an unavoidable process and managing change is a success factor for the individuals, groups, leaders of organizations and societies as well. Any organization that wants to survive and protect its competitive advantage should adapt itself to changes in or out of its border.

When change occurs in an organization, two different types of actions may happen; accepting the change or resistance to it (Yukl, 2008). But generally resistance is considered as the natural result of change. Change and resistance are like thesis and antithesis or action and reaction. Some see the resistance as the “lifeblood of change since it is where energy is currently focused” (Maurer, 2006).

There are different actors and factors of change and resistance in or out of the organizations. In this study, we focus on two main actors of change; leaders (managers, owners, CEOs, rulers etc.) and followers (workers, subordinates, citizens etc.). These two groups of actors have different roles as ‘forcing’ or ‘resisting’ change. Sometimes the leaders force for change and the followers resist to it and or vice versa. Sometimes these two actors are at the same side forcing or resisting to it. These four different conditions will be the main discussion of this study.

Understanding the role of leaders in a country is the way of understanding dynamics of change in the context of historical developments in a country. Although there are lots of researches in social change, it is a fact that, there is a real need of new findings on the impact of leadership in understanding and explaining social change. If the researches on social change are based on realistic and concrete data and handled with an interdisciplinary approach, they will more contribute to understand the social change.

Changes are perceived and evaluated differently by leaders and followers. Determining the effectiveness of the change has some difficulties based on the fact that each change situation may be interpreted differently by both parties. One of major problem encountered by researchers in leadership behavior is to examining leadership behaviors and abilities when they are studied cross-culturally (Smith et al., 2002). A behavior that is clearly understood in one culture may be defined totally different in another. This research aims to fill the gap left by previous researches by exploring social dynamics by using organizational terminology.

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Firstly the literature about change and resistance will be discussed. Then these four different situations about forcing and resisting to the change and the roles of the leaders and followers within this process will be discussed. Every situation will be discussed with cases adapted from Turkish history.

Change

Organizational change is the movement of an organization away from its present state towards a desired future state to increase its efficiency and effectiveness (Kumar, 2012). It is taking anything from one level and bringing it to another level. It can be changing of people's, organizations' and societies' initial level from one point to another. So change can be at individual, organizational or sociological level. At individual level, it is building new working styles, new models and acquiring new abilities. At organizational level, it is taking organization from one to another and generally higher level. And finally for the society, which consists of the individuals and organizations, it is the change of life styles, habits, rules, and laws.

Organizational change has become necessity for survival, growth and prosperity of the organizations in the present competitive and changing business environment (Kumar, 2012). Kurt Lewin (1951) describes the change with a change model in which the change divided into three phases; unfreeze, change and refreeze. The structure supposed to change firstly "unfreezes" from its solid phase and be suitable for change. During the "change" phase, it can be moved from one level to another (generally desired) one. After that phase the structure has a new version which is different from the initial and the change happens. The final phase is the "refreeze" phase in which the structure should be solid again to resist any unwanted change. Beckard and Harris, (1987) latterly described the organizational change in three-stage cycle as: present, transition and future state. The change process has at least three stages and the final stage must be different from the initial one. This model of organizational change may have linkages with the social change as well considering a society as a group of organizations came together in order to form a society.

Change is something difficult and threatening. It is nature of change to be met with resistance – "people resist things they are unsure of" (Yue, 2008). The bigger of change, the greater resistance to create change (Maurer, 1998). "Resistance to change is a defense mechanism to protect against frustration and anxiety" (Piderit, 2000) and "ignoring the resistance will damage any type of change process" (Maurer, 2006).

"The literature on change is mixed. Some see resistance as the lifeblood of change since it is where energy is currently focused; others see it as something to be gotten past on the road to nirvana" (Maurer, 2006). It is not merely the result of ignorance or inflexibility, but it is also a natural reaction by people who want to protect their self-interests and sense of self determination (Yukl, 2008). Managers in charge of rolling out a change initiative blame others for the failure rather than accepting their own failure, Employees are likely to do the same thing-assigning blame for failed change attempted to their managers rather than themselves (Yukl, 2008).

After change process, generally new version of responsibilities, roles and social interactions arises. Individuals in the organizations and societies must adapt themselves to this new roles and responsibilities as soon as possible to protect their places (Dibella, 2001). The change for modern individuals, organizations and societies is not only unavoidable but also ordinary. Managing change is seen as being skilled at creating, acquiring and transferring knowledge thereby modifying its behavior to reflect new knowledge and insights (Garvin, 1993). Managing change is seen as being skilled at creating, acquiring and transferring knowledge to reflect new knowledge and insights (Baulcomb, 2003).

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Why Resist Changing?

Resistance is “anything and everything that people do which rulers do not want them to do, and that people do not do that rulers wish them to do.” (Davidson, 1994). It is one of the most important but also mostly ignored parts of the change. Actually resistance is a usual and predictable companion of organizational change (Mayhew, 2006). Folger and Skarlicki (1999) define the resistance as “behavior that seeks to challenge, disrupt, or invent prevailing assumptions, discourses, and power relations.”

Perceived loss of status of an employee’s group or movement to what is perceived as a lower status group may result from the group or organizational change, including management of these changes (Dijk & Dick, 2009). Resistance occurs because it threatens the status quo, or increases fear and the anxiety of real or imagined consequences including threats to personal security and confidence in an ability to perform (Ford et al., 2002). “Loss of power, authority, or resources encourages resistance” (Mayhew, 2006) and is in fact only reluctance (Watson, 1982). “Managers have many terms to describe resistance: pushback, not buying in, criticism, foot-dragging, and so on. And they may perceive as resistance a broad spectrum of behaviors they don’t like-from an innocent question to a roll of the eyes or overt sabotage” (Ford & Ford, 2009).

It generally has a negative meaning and is something to be overcome. Other reasons - frustration and anxiety (Argyris, 2002) emotions (Mayhev, 2006) anxiety, uncertainty and stress (Carnall, 1990)- may create the resistance which is habitually a reaction to a loss of control, not necessarily to the change itself (Yue, 2008). People do not resist change itself, but rather the anticipated consequences or expected effects that may be associated with change, such as loss of status, loss of pay, or loss of comfort (Dent & Goldberg, 1999). Another effect of change may be loss of control (Klein, 1984).

Resistance is a natural phenomenon in change progress. The failure of many large-scale corporate change programs can be traced directly to employee resistance (Maurer, 1997). Connor (1995) listed the reason of resistance to change as: “lack of trust, belief that change is not necessary and feasible, economic threats, relative high cost, fear of personal failure, loss of status and power, threats to values and ideals and resentment of interference.” Resistance to change may have a significant impact and influence upon the success of an organizational change project (Dijk & Dick, 2009). Resistance to change is an obstacle or barrier to change (Klein, 1984). Resistance has come to refer to anything that workers do that management does not want them to do (Davidson, 1994).

Conceptualization of resistance can be made as; “cognitive state, emotional state and behavior” (Piderit, 2000). According to Maurer, (1996) “resistance to change occurs in three levels. Level one; lack of information (I don’t get it), level two; emotional phase. (I don’t like it) and level three; trust and confidence (I like it).” Level one resistance is based on the idea, facts, figures and data which are about understanding the ideas and the reasons. The reason may be the confusion and the resisters need more information. Despite level one, resistance of rational concerns level two resistance is emotional reaction. The afraid of losing a job, control, position or reputation cause these emotional reactions. This level is about to the reaction in favor of the idea of change or not. Different from fist two levels, in level three people may understand and even like the offers of change, but their reaction is to the people leading the change and their perceptions about the trust to the leaders of change. This level is entrenched beliefs, experiences and biases (Maurer, 2006).

Bennis (1973) suggests six types of response that individuals may mobilize: “oppose, resist, tolerate, accept, support and embrace.” Another pattern of reaction has four stages; “denial, anger, mourn, and adaption” (Yukl, 2008). Generally resistance is a natural consequence of change

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progress. "Resistance is a usual and predictable companion of organizational change" (Mayhev, 2006) some of these negative consequences of change can be as; "more work, affecting job security, worsening social network" (Yukl, 2008).

Resistance is often studied in the isolated context of the employees' attitudes, beliefs and behaviors. (Dijk & Dick, 2009). Although the definitions generally concentrate on the workers or employee behavior, resistance can not only be from the workers sometimes leaders also can resistance to the change. In fact leadership is an important factor for accepting the change because of the legitimate exercise of leader authority (legitimate power), or punishment for resistance to change (coercive power) and finally trust to the leader and believe that the change is necessary (Yukl, 2008). But the main subject of this study is to discuss the different types of resistances to change its results and affects to the organizations and to the people in general.

All of the systems (as groups, organizations, societies) need to solve the problem of resistance. The systems must adapt themselves to the change in or out of their borders. The environment of most organizations is now more dynamic and competitive. Competition is more intense, costumer expectation is higher, less time is available to develop and market new products and services (Yukl, 2008). "To respond to the pace of change organizations are adopting flatter, more agile structures and more empowering team-oriented cultures" (Piderit, 2000). "Building innovative and learning organizations, building a broad coalition" (Denis et al., 2001), "using change agents, empowerment, prepare people for change, help people deal with stress" (Deal, 1985), "keep people informed and demonstrate optimism are other methods to implement change" (Yukl, 2008). In organizational change "seventy percent of all change initiatives fail" (Ford & Ford, 2009). The reasons of this failures are; "not establishing elements- such as the right project team configuration or sufficiently frequent milestones reviews- before launching a transformation program" (Ford & Ford, 2009).

Change and resistance to change especially and intentionally discussed in organizational literature. But the change and resistance to it is not only a factor of organizational structure but it is also in real life. The main purpose of this research is to discuss the effects of leaders and follower on change and resistance to change by using the organizational terminology.

Change and Resistance: The Case of Turkey

In his "force field analysis model" Lewin (1951) says that "there are different actors resisting to and forcing for change in organizations." According to this model, there is a balance between the "forcing" (driving) and "resisting" (restraining) actors and the place where the balance (equilibrium) occurs describes the amount or level of change. The resisting actors would try to hold the organization on its initial level and the forcing actors would try to move the level different from the initial level. The details of "field force model" can be seen in figure-1.

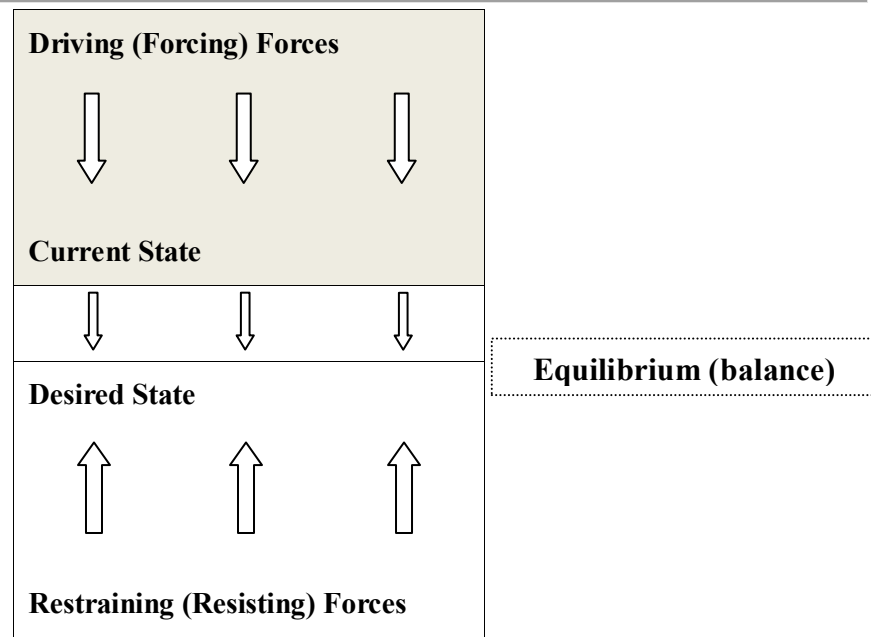


Figure-1: Force Field Analysis Model (Lewin, 1951)

Driving and resisting forces associated with any change, and to achieve success the importance lies with ensuring that driving forces outweigh resisting forces. Driving forces tend to initiate change or keep it going whereas restraining forces act to restrain or decrease the driving forces. The intention to reach a state of equilibrium was achieved through the manager reducing the resisting forces allowing movement towards the desired state.

In this part, we will discuss our typologies about the actors forcing and resisting to change. The typology that we try to build will have similar actors as Lewin's force field analysis. We will ignore the outside actors and concentrate solely on the inner actors in this study. The y axis of the change diagram represents the leaders (managers, CEOs, owners, rulers etc.) of the organizations while the x represents the followers (subordinates, workers, citizens etc.).

On one side of the axis represent the resisting to the change while the other side represent the forcing the change. And organizational change will be the function of the followers (citizens) and the leaders (rulers). The formula of the change can be as:

$$\text{Organizational Change} = f(x, y)$$

Openness to the change or force to change of the leaders and followers are the main factor of change in organizations. Every actor of the formula and the results of them will be discussed in following proposed typologies.

3.1. Ideal (Transformational) Change: In organizations in which the leaders and followers both believe and open to change, the change becomes easier and smoother as planned. In general there would be no resistance to change and the friction level would be almost zero. So this means that balance between the change and resistance will be on the side of change and the ideal change would happen. The details about the ideal change can be seen in figure-2. During the ideal change function process the x and y axis both will have positive values. So the formula will be as;

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$$\text{Organizational Change} = f(+x, +y)$$

and the change will be positive for both sides. Both sides of the organization would support, initiate and force the change and fast, easy and effective change can be seen.

Leader	Force		Ideal Change
	Resistance		
		Follower	

Figure-2: Ideal change model.

The leadership is important for this type of change. Especially transformational leaders, who can convince, lead and manage the change with his followers. The well-educated, charismatic and powerful leaders with their vision lead the change and if the followers believe and support this process the “ideal change” occurs. This is using the power of two sides (leader and followers) on the same side.

Burns (1978) first used the term “transforming leadership” to describe a relationship in which “leaders and followers raise one another to higher levels of motivation and morality.” Building on this initial conceptualization, Bass extended the concept of “transformational leadership” to describe those who motivate followers to do more than they originally intended to do by presenting followers with a compelling vision and encouraging them to transcend their own interests for those of the group or unit (Bass, 1998). In fact, a defining characteristic of transformational leadership is the enormous personal impact it has on followers’ values, aspirations, ways of thinking about work and interpreting events (Yukl, 1999).

This part of the matrix is very much related with the transformational leadership. The transformational leadership approach serves to change the status quo by appealing to followers’ values and their sense of higher purpose. Transformational leaders are charismatic in that they are able to articulate a compelling vision of the future representing organizational or social change. Through their vision they appeal to their followers’ values and help the followers to get their needs met (Hughes et al., 1999).

The Turkish revolution of republic from 1923 to 1938 can be an example for this type of transformational change. The leader of Independence War, Atatürk was also the leader of Turkish revolution. All of the society changed its regime from monarchy to republic, changed the government system, legal system, alphabet, metrics, way of life and a lot of other social, governmental and cultural systems. The leader-Atatürk forced the change, but the followers were also ready to change and the ideal change happened. “Atatürk has shaped modern Turkey, just as Peter the Great has shaped modern Russia. Peter the Great hacked through the ice which surrounded Russia to open a window to the West. Atatürk opened wide windows to the West – windows that were already half open as well as those that had remained shut until his reforms” (Mango, 2010).

Today Atatürk is mostly remembered as a nation builder and a reformer. However his military leadership before and during the Turkish War of Independence initially granted him the “leader” status. The transformational leadership definition provided by Bass is selected as the suitable basis for examining Atatürk’s leadership ability, considering Atatürk’s transformational influence on Turkish history, particularly during the War of Independence. According to Bass,

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transformational leadership is about “transforming followers, creating vision of the goals that may be attained and articulating for the followers the ways to attain those goals” (Bass, 1998). Atatürk’s vision was to change the Ottoman Turkey, which was seen as the ‘sick man of Europe’ at the time, to a sovereign, democratic, self-reliant, and secular and a modern state. This vision was a call for a total revolution encompassing political, social, and technological changes.

This was almost same in business as Steve Jobs as an entrepreneur, marketer, inventor, co-founder, chairman, and CEO of Apple. But other than all these, he was the reformer and converter of his company. As a leader he forced the change in his organization and his followers accepted his ideas. He made and forced the change and his followers believed him. The ideal changed happened in his company.

3.2. Resistance to Change (Entropic) Model: When the leaders and the followers do not believe and resist to any kind of change, the change becomes impossible. The resistance will be very high in any part of the organization or society. To protect the current situation and not allowing any kind of change becomes the main purpose. The result becomes as resistance, stability and finally entropy. Entropy as “a measure of the disorder or randomness in a closed system” may explain this type of organizations. The details about the resistance to change (entropic system) can be seen in figure-3. During the resistance to change (entropic system) function process the x and y axis both will have negative values. So the formula will be as;

$$\text{Organizational Change} = f(-x, -y)$$

and the change will be negative for both sides. The resistance of both sides will cause resistance and the efficiency of the organization will be lost in the short term. The long term result will be the end of the system.

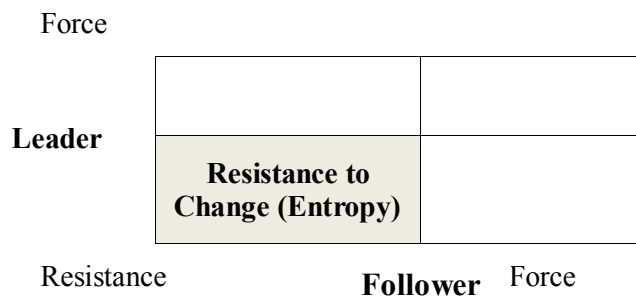


Figure-3: Resistance to change (entropic) model

In this model both sides resist to the change. The resistance is so powerful that any other factor in our out of the system (organization, society etc.) can lead the change. But without change the system cannot adapt itself to the environment. Just because all these systems are the open system, they cannot manage the entropy and the system dies. The systems, organizations or governments collapse. There are a lot of powerful governments, kingdoms or empires collapsed just because of these reasons. The Romans, Ottomans, Byzantine collapsed because the leaders and the people of these empires resisted changing. They thought that their power will never end and they would never lose their advantage, prestige and situation. Also there is a close relationship between leadership and resistance to change. The style and form of leadership may relate to the occurrence of actions that are considered resistance to change. There may also be different conditions that determine whether an action will be seen as “resistance” or as “supportive” of change.

3.3. Coercive (Autocratic) Change Model: If the leader is open to the change or force the change while the followers resist to it, then the change in the organization becomes a coercive

(autocratic) change. The friction between leader and follower occurs. But despite this friction if the change happens this is a coercive (autocratic) change.

The details about the coercive (autocratic) change can be seen in figure-4. During the coercive (autocratic) change function process the x axis has negative and the y axis has positive values. So the formula will be as;

$$\text{Organizational Change} = f(-x, +y)$$

The change happens if the driving, forcing or coercing effect of the leader is more than the resisting (restraining) force of the followers. If the leaders can convince, orient and transform the followers than the change can be accepted by the followers. But the resistance level of the followers is stronger than the leader than the crash happens and followers stop the change or leave the organization.

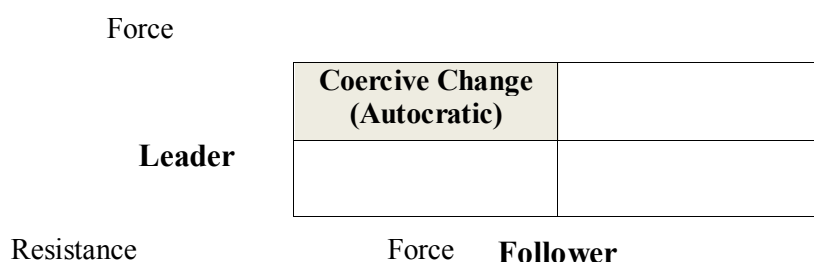


Figure-4: Coercive Change Model.

In this case, the leader has different type of power to force the change. The legitimate power of leader authority (legitimate), or punishment power (coercive power) and trust to the leader (Yukl, 2008) helps the leader to manage it. The leaders force the followers to change using their knowledge, charisma, vision, education and other leading properties. They use coercive and autocratic methods to force the change. Some followers resist changing because they are afraid of unknown or they do not want to lose what they have in the system. But at the end the leaders convince, force or persuade and make the change.

Turkey was founded as a secular republic but it was not a real democracy until 1950, lacking of multiple parties and free elections. From 1923 to 1946, Turkey was ruled by two unchallenged leaders – Atatürk the founder of Turkish Republic and Ismet Inonu – invested with excessive powers. Those were the harsh times of Turkey under foreign invasion which had gone through many wars during the Turkish national struggle for independence. A directive leadership with more authority rather than a participative approach has been displayed by Atatürk at those times. It might be more appropriate in the early years of a new country suffering from the pains of a nation-building.

If the leaders display the participative leadership approach and use trust power the change can be better. But if the leader tries to use his or her legitimate or punishment power, the force for change can't direction. In the current Turkish system, the Prime Minister holds overwhelming powers from the Constitution but a constitutional reform is currently underway to transform the Republic into a presidential or semi-presidential system with few checks and balances. With popular backing, current government of Turkey has tamed the army over the past decade, focused on political reforms that aimed to bring Turkey in line with European Union political criteria, religious minorities enjoyed greater freedom and cultural rights and the overall public discourse was expanded. Despite the unrest of recent days, PM Erdogan remains Turkey's most popular politician, with no obvious rival either within the ruling party or the opposition. Under such circumstances it was not surprising that, as the most powerful person in the country, Erdogan

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started to believe that he could do whatever he wanted. He had never made any secret of his desire to make his mark on Istanbul through a series of fancy projects, most spectacularly by constructing an artificial canal to link the Black Sea and the Sea of Marmara. The plan to redevelop Taksim Square and Gezi Park was Erdogan's own project.

Followers resist it and the coercive change may convert to the revolutionary change. "One of the slogans of the Gezi revolt was *everywhere is Taksim, resistance everywhere*" (Tugal, 2013). The protestors from different layers of the society were resisting the change. Gezipark opposition in Taksim Square of Turkey, during June 2013, or the opposition protests in Tahrir Square of Egypt may be examples of this type of resistance to a coercive (autocratic) change. In Turkey's protests, at the initial stage, the demands had been concrete and environmentally focused such as preventing the uprooting of trees and the building of an Ottoman era military barrack. These initial demands were delivered to a great extent by the court's decision to suspend the project and the government's declaration to comply by the court's pending final verdict, but this was regarded sufficient only by a fraction of demonstrators. The followers (citizens) resist the change which they do not want and show their resistance. So the equilibrium (of Lewin) will be close to the followers not to the leaders.

The international media initially perceived the protests as a replica of the Arab Spring because of using tear gas and water cannons on protesters. According to local Egyptian media reports Muslim Brotherhood leaders in Egypt accused Turkish protesters of receiving foreign funds from entities which they claim "want to make the highly successful Islamic project fail". PM Erdogan talked about an "international conspiracy" too, but from his point of view as shared by the Parliament, this is an "international conspiracy against Turkey to destabilize its economy". He also lashed out at the foreign press for launching "comprehensive attacks" on the country and warned protesters – who he also calls "terrorists" or "vandals" – that they are pawns in a wider game. "We won't show any more tolerance", he said.

But what happens in Turkey is completely different compared with what happens in the Middle East. These are countries where there are no free elections, where the people will is not generally reflected in the ballot box and the courts are not up to Western standards. Normally Arab Spring is totally different from protests within Turkey. Namely, before Arab Spring, these Arab countries are governed by dictators who are not elected with the votes of people and therefore there have no legacy in the public eye, while AK Party with the lead of Erdogan is selected with legal democratic way and they gained approximately 50 % of votes at last election in 2011. But the problem was that the government did not listen to whole community. Although the movement is more similar to the Occupy Wall Street rather than the Arab Spring, it remains that the protesters do not reject the organization of the country but demand a better one. Despite these differences, diversity of the protesters remains a challenge that every movement has to deal with as it becomes larger. But in the Turkish case, some of the people who initiated the protests are activists with years of experience and they are well aware of these dangers. Gezi Park events had the elements of both Tahrir Square and Zuccotti Park (the center of Occupy Wall-Street Events). There was the solidarity and unity experienced in Zuccotti Park, but also the righteous anger and intensity fueled by police violence that was evident in Tahrir Square.

The interesting point of the Turkish Gezi occupy is that the movement doesn't have any leader in front. Every attendee is a kind of leader. Anybody can give his or her message by social media. The social media of internet (facebook, tweeter etc.) is the main instruments of organization. This is a new way of organizations and lead by no leader. So the classical way of forcing for change doesn't work on this movement.

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3.4. Revolutionary Change Model: When the followers (workers, subordinates etc.) are open to change and additionally force for the change but the leaders resist to it, a revolutionary type of change happens. The friction between the leaders and the followers is also the certain reason of this type of change.

The details about the revolutionary change can be seen in figure-5. During the revolutionary change function process the x axis has positive and the y axis has negative values. So the formula will be as;

$$\text{Organizational Change} = f(+x, -y)$$

The change happens when the followers force the leaders for the change while the leaders resist to it.



Figure-5: Revolutionary change model.

In general, this type of change happens when the followers have high quality of education, aware of change out of the organization or system and the leaders are conservative, traditional and resisting to any kind of change. Or sometimes the leaders are aware of the need for change but they do not want to lose their benefits, position or advantages. Bass and Avolio (1996) developed the “full range of leadership” model which comprises three styles; transformational, transactional and laissez-faire. In this model, the third, laissez-faire leadership is a “hands off” style in which the person in charge “abdicates responsibility, delays decisions, gives no feedback, and makes little effort to help followers satisfy their needs” (Northouse, 1978). Laissez-faire leaders permit followers to direct themselves.

French revolution of 1789 may be a case for this model. The folk of France forced for the change while the monarch of France resisted it with its all power. The ideas of Descartes, Montesquieu, Rousseau, and Voltaire awakened the people and they force monarch of XVI. Louis. The resistance of the monarch caused the change to revolution. There are a lot of examples of revolutionary change examples in the human history and it is not possible for any leader to stand against the will of the nation how powerful he or she is. The revolution happens in any way eventually.

Conclusion

We have offered four different models of change and resistance to it on the axis of leaders and followers in this study. This model may be adapted to organizations and societies as well. These typologies may give some point of view of social change in Turkey. The change here was formulated as the function of the leaders and the followers and four different models of change have been discussed from the aspects of the leaders and the followers.

The first typology that we named as “ideal (transformational)” represents the healthy and long term change model. The friction between the leaders and the followers support and force each

other about the change. They agree with each other and the organization or society can easily reach the aims they set together.

The second typology that we named as “resistance (entropic)” model is the certain resistance to the change by the leaders and the followers at the same time. This means the entropy for the organization. So any organization or any society resists to change with its all members (leaders or followers) will destroy itself at the end.

In third typology that we named as “coercive (autocratic)” model; the leaders support or force the change while the followers resist to it. The friction will be the certain result of this process. As a result, the change will start because of the authority and power of the leader but it will not be completed until the followers accept it. Otherwise by the force of the followers the situation will be back.

In the last “revolutionary” model the change happens in a revolutionary way. Because the followers or subordinates force the change while the leaders resist it. People want to change in general but the rulers resist it.

Depends on the power or effect of the followers, the change happens. The frictions and tension rise but the change happens at the end. It is certain that there may be different actors, other than leaders and followers, like environmental, structural, sociological and legal, effecting the change in organizations. But in this study these outer actors were ignored and only the effect of these two actors was discussed.

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