THE PUNCTUATED EQUILIBRIUM PARADIGM
AS THE WAY OF THINKING TO ACHIEVE HIGH PERFORMING ORGANIZATION

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One of the paradigms used as a theoretical framework for explaining fundamental changes is the punctuated equilibrium paradigm. This paradigm argues that organization is under relatively long periods of equilibrium and in the midpoint the organization is interrupted by a revolutionary and fundamental change. The objective of this article is to set out a framework for understanding how organization to achieve high performance from the paradigm of punctuated equilibrium theory. The fundamental reasons to apply this paradigm are also discussed.

INTRODUCTION

There are many paradigms in organization theory that can be learned and adopted when organizations are confronted by the complexity of technology, performance crisis, turbulent financial market, volatile political condition, heterogeneous market and government regulatory. In other words, the high uncertainty of the environment condition can be coped with some important paradigms. One of the paradigms has emerged as a theoretical framework for explaining fundamental changes in the way organizations to achieve high performance.

The punctuated equilibrium paradigm has its intellectual roots in evolutionary biology (Somit and Peterson, 1994). The biological application of this paradigm suggests that the development of species is a very slow process, characterized by long periods of stability with little or no change and interrupted by brief periods of rapid change. This paradigm is not a new paradigm. A long time ago, Darwin exactly has raised the proposition that the rate or evolution varies (Dawkins, 1987).

The punctuated equilibrium paradigm concerns to clarify some points of uncertainty. It requires the active mechanism of organizations to change the basic pattern of their activity. This paradigm describes that organization is under relatively long periods of equilibrium and in the midpoint the organization is punctuated by
revolutionary and fundamental change. Gersick (1991) argues that under the period of equilibrium, the deep structure limits the organization to change. After that the organization is interrupted by metamorphic change (revolution).

If related to the aspect of the organization, the punctuated equilibrium concerns the radical change of organizational elements. The elements of organization consists technology, processes, function, structure, incentive, competence, culture, information flow and strategy. The elements of organization evolve under the equilibrium period; suddenly an intense and pervasive change punctuates the stable period. This is the period of inertia. The new formulation of mission and the initiation of new structure and activity are created. The old ones are left. These transformations have to be done because organizations have to obtain the second equilibrium one after being interrupted by a short burst of fundamental change. Otherwise, organizations will achieve a low performance.

Many previous researches have addressed the punctuated equilibrium as the main paradigm to obtain organizational success. The study of Price and Evans (1999) examines the process of organic evolution in a dynamic ecosystem. This model provides the paradigm with which to understand organizational adaptation both in general and with respect to British Exploration. The author suggests that by creating punctuated equilibrium in organizations, managers can sustain and accelerate improved performance through faster adaptation. Gersick (1989) also conducted the laboratory study to know the group development. It suggests that group’s attention to time and pacing is an important catalyst of their progress through creative projects. The laboratory study also shows that how groups make deliberate attention shifts as their temporal midpoints, what differences exists between the pacing pattern in the first and second halves of group’s life span. Romanelli and Tushman (1994) also conduct the research by applying the punctuated equilibrium model of organizational transformation. The study shows that a large majority of organizational transformation is accomplished via rapid and discontinuous change over the most or all domains of organizational activity.

The purpose of this article is to set out a framework for understanding how organization to achieve high performance from the paradigm of punctuated equilibrium theory. The article provides a short literature review of the punctuated equilibrium paradigm. However, the main focus is not meant to provide comprehensive literature
review but the article provides how the mechanism of the punctuate equilibrium paradigm works in an organization. The paradigm is used as a starting point because it represents one of the more robust paradigms within organization theory. Furthermore, the fundamental reasons to apply this paradigm are also discussed.

A SHORT REVIEW OF PUNCTUATED EQUILIBRIUM HISTORY

The punctuated equilibrium theory was proposed by the paleontologists, Niles Eldredge and Stephen Jay Gould in 1972. They observed that the evolution tends to happen in fits and starts, sometimes moving very fast, sometimes moving very slowly or not at all. On the other hand, typical variations tend to be small. Therefore, Darwin saw an evolution a slow, continuous process without sudden jumps. However, if we study the fossils of organism found in subsequent geological layers, we will see long intervals in which nothing changed or in equilibrium, punctuated by short, revolutionary transitions in which species became extinct and replaced by wholly new forms (Heylighen, 1999). Furthermore Prothero (1992) adds that among more complex organism, millions of years, most species are stable and change so rapidly that people rarely witness it in the fossil record.

THE DRIVING FACTORS TO USE THE PUNCTUATED EQUILIBRIUM PARADIGM

There are driving factors that inevitably focus on the punctuated equilibrium paradigm.

1. Neglecting If-Then Assumption.

The assumption of a clear-cut period of organizational change is challenged. The equilibrium models depict change as a distinctive, clear-cut period in organizational evolvement. In this paradigm, change processes have a clearly defined beginning and end. Organizational processing is composed of separate phases, which create a linear sequence. The assumption of if-then is used here. It emphasis the certainty of certain activity will result a certain outcome.

The main problem with this paradigm is it badly underestimates the complexity and richness of organizational processes and dynamics in both empirical and conceptual
terms. Many studies tell us that different conditions and developments in actual change processes. Organizational problems and problem solving processes largely overlap. Management can never hope to solve and end a change problem in the long run. Thus change processes and normal routine are fully intertwined. The linear sequence is not relevant anymore.

2. A Radical Change is A Must

Organizational change is not an exception in organizational life. Equilibrium models depict change as an extraordinary event, a rare exception in organizational life. It is not only considered as an extraordinary phase but also as a threatening and somewhat chaotic chance stage. Change amounts to disturbances, which are likely to undermine the system’s rationality and efficiency. This view results from the underlying idea that effective organizations are stable and well-ordered entities. The primacy is on stability. Stability stands for equilibrium and this in turn stands for efficiency, rationality and harmony. These ideas have to be radically changed.

3. The Role of Timing

Many organizations do not consider time as the organizational orientation. March and Simon (1958) considers deadlines as the stimulator of organizational activity for many years. In a relatively stable period, the existing structures, process and system can still be used to handle the increased complexity of the organizations. However, organizations are subject to environmental pressures. They evolve through periods of incremental adaptation punctuated by discontinuities. Organizations are faced with the challenge of reconstituting their organizations to adjust to the new environment. Organizations that try to adapt to discontinuities by making only incremental change are unlikely to succeed (Tushman & O’Reilley, 1997). The discontinuous change or revolutionary change has to be performed. Organizations cannot delay this change. Organizations have to be aware of time and deadliness. Organizations have to race against time.

4. The Irrelevant of Existing Resources to Cope with the Dramatic Changes
Organizations have resources and capabilities that lead the actions. The resources and capabilities become the core competence of organizations. Selznick (1957) shares an interest in pondering the inner growth engines and argues that a firm’s continued success is chiefly a function of its internal and unique competitive resources. This becomes the distinctive competence of the organization. Unexpectedly, organizations face the dramatic forces from the environment. A significant change in the organization context may make the firm’s existing resources and capabilities less suitable for obtaining performance success of organization. They become an organizational inertia (Newman, 2000). The existing resource and structure are deeply rooted and become the routine behavior of organizational. They are the solutions to the past. Therefore, they are not relevant anymore for the present problems.

5. The Demand of Multilevel of Analysis

Each paradigm in organizational theory is relevant only one level of analysis. Pfeffer (1982) categorizes the level of analysis into two levels; individuals (coalition) and total organizations. For the level of individual analysis, there are some organizational theories discussed; expectancy theory, goal setting, needs theories, operant conditioning, social learning theory, socialization, role theories, ethnomethodology and cognitive theories of organizations. Meanwhile, for the level of total organizational analysis, the theories are structural contingency theory, market failure approach, population ecology theory, resource dependence theory and institutionalization.

Punctuated equilibrium is relevant for three level of analysis such as individual, groups and organizations. These levels have the similarity in the stages of life. Each level has similar a life cycle. In the midpoint of their journey, they will find many surprises even shocks. They are punctuated to enter a new equilibrium. In order to be able to continue to the rest of their journey they have to change the way they do and think so far. Punctuated equilibrium will enrich our understanding how this paradigm can play at different level. Furthermore, we can obtain a greater understanding how each level undergoes some exciting experiences.
DIFFERENCES PERSPECTIVES OF ORGANIZATIONAL THEORIES

It is admitted that there are theoretical framework of organization theory. The theoretical framework of organization theory indicates that the richness of thought in organization theory. Each paradigm provides a vivid understanding how organizations assume the environment and how to act. The theoretical framework also provides the prediction of strategic response to the uncertainty.

Pfeffer (1982) have categorized of theoretical framework in organization theory based on paradigms on action and level of analysis. Based on the perspective actions there are three aspects: voluntaristic, determination and almost random. Meanwhile, the level of analysis has two aspects: individuals and total organization. The organizational theories based on the perspective of action for the level of organization are market failure approach, resource dependence, population ecology and institutional theory.

The market failure approach adopts an efficiency seeking view of organization level rationality. The concept of transaction cost becomes the greatest relevance in understanding organization’s action. Transaction costs arise because some problems such as small number of noncompetitive markets, opportunism, uncertainty concerning the future state of environment and bounded rationality. To deal with the efficiency, organizations have to perform vertical integration, to choose the structural form and to manage the employment relationship.

Population ecology emphasizes the inertial pressures coming from internal structural arrangements and environmental constrains. The internal constraints are reduced information, internal political constrains, history constraints and old tradition. External pressures include legal and financial barriers to market entry and exit and the availability of information. The paradigm does not concern itself with individual firms. Population ecology considers the net mortality of organizational forms. Population ecology use the dynamic models and with their explicit concerns not only for equilibria positions.

Resource dependence theory emphasizes that most organizations confront numerous and frequently incompatible demands from a variety of external factors.
Resource dependence theory stresses the organizational necessity of adapting to environmental uncertainty, coping with problematic interdependencies and actively managing or controlling resources flows. It focuses on a wide range of active choice behaviors that organization can exercise to manipulate external dependencies or exert influence over the allocation or source of critical resources. The paradigm allows organizations to maintain discretion or autonomy over decision-making.

Institutional theory focuses more specifically on the pressures and constrains of the institutional government. Institutional theory has emphasized the survival value of conformity with the institutional environment and the advisability of adhering to external rules and norms. Institutional theory is also capable of explaining nonchoice behavior in the context of taken for granted norms and beliefs. Organizations are predicted to conform to institutionalized beliefs or practices. Institutional theory focuses on obtaining legitimacy. It also tends to focus on conformity rather than resistance and passivity rather than activeness (Oliver, 1991).

Gersick (1991) points out that the perspective of organizational theory as categorized by Pfeffer are relevant for the punctuated equilibrium. However, as Gersick notes that many organizational theories do not much discuss how individual, groups and organization evolve over time. It is also important to note that if the organizational theories such above is applied by using the punctuated equilibrium, it has to pay attention to each different assumption.

Punctuated equilibrium is not a collection of theory per se. It is only the way of thinking how a certain stable period is interrupted by a short burst of change. Furthermore, it suggests how organizations should perform under transition period in order to obtain another equilibrium. Not many organizational theories discusses about how the punctuated equilibrium works in an organization. It is admitted that the evolutionary paradigm is still used to explain the organizational phenomena. The situation has changed dramatically. Many organizations have collapsed due to the inability to cope with highly uncertain condition. Though there are many paradigms of thinking of organization how to cope with the uncertainty, punctuated equilibrium at least provides a slight different how organizations to face the uncertainty or radical change.
THE ASSUMPTIONS OF THE PUNCTUATED EQUILIBRIUM PARADIGM

Gersick (1991) has conceptualized punctuated equilibrium in terms of the concept of paradigm. As used in science (Kuhn, 1970), paradigm refers to the shared understanding and as important, the shared exemplars that emerge in scientific disciplines to guide research and instruction in the discipline. A paradigm is a way of doing things, a way of looking at the world.

There are several implications of the view of organizations as paradigm. Kuhn (1970) has argued that in science, paradigms selfdoms evolve over time, rather old paradigms are replaced virtually in toto by new paradigms in a fashion that is more revolutionary than evolutionary. A paradigm is not just a view of the world. It embodies procedures for inquiring about the world and categories into which these observations are collected.

Paradigm comes to be embodied in stories (Clark in Pfeffer, 1982), myths, and technologies for doing work that are accepted as articles of faith. The stories, some of which may be true and some of which may not be true are important because they provide vivid and explicit exemplars of the paradigm in action. How work is done, the procedures for producing the product or service represents the paradigm.

Dawkins (1986) argues that punctuated equilibrium is not a new theory. Punctuated equilibrium paradigm is heavily influenced by Darwin’s model of evolution. He admits that the rate and manner at which the inhabitants of this world have changed varies or the rate of evolution varies. All evolution of course must be gradual. Punctuated equilibrium states that populations remain stable for long periods of time, evolving little or at all. In the most common occurrence of speciation, small or isolated populations evolve rapidly and produce a new species.

In this section, the overall assumption of punctuated equilibrium paradigms as described by six theories is derived from Gersick (1991). The commonalities are systems evolve through alternation of periods of equilibrium in which persistent underlying structures permit only incremental change and periods of revolution in which these underlying structure are fundamentally altered.

Gersick outlines the assumption of punctuated equilibrium from six theories.
1. Individuals: Levinson - The life structure evolves through a relatively orderly structure… (of) stable (structure building) periods and transitional (structure-changing periods).

2. Groups: Gersick - Teams progress in a pattern of punctuated equilibrium, through alternating inertial change and revolution in the behaviors and themes through which they approach their work.

3. Organizations: Tushman and Romanelli - Organizations evolve through convergent periods punctuated by strategic orientations (or recreations), which demark and set bearings for the next convergent period.

4. Scientific Fields: Kuhn - Most scientists…spend almost all their time (doing normal science, which assumes) that the scientific community knows what the world is like…(Scientific revolutions, which) lead the profession…to a new basis for the practice of science…are the tradition-shattering complements to the tradition-bound activity of normal science.

5. Biological species: Gould - Lineages change little during most of their histories, but events of rapid speciation occasionally punctuate this tranquility.

6. Grand Theory: Prigogine & Stengers - The historical path along which the system evolves…is characterized by a succession of stable regions where deterministics laws dominate and of instable ones near the bifurcation points, where the systems can choose between or among more than one possible future.

Furthermore, Gersick (1991) also provides the explanation about how punctuated equilibrium models differ from traditional counterparts.

1. Individuals: Levinson - Our findings led us (away)from the idea of a steady, continuous process of development to the idea of qualitatively different periods in development. Phase 3 comes after phase 2 and to some extent builds upon it, but phase 3 is not necessarily more advanced.

2. Groups: Gersick - groups did not develop in uniform series of stages nor through linear, additive building block sequences.

3. Organizations: Tushman and Romanelli – Stage models postulate a set of distinct and historically sequenced stages…dominate the literature on organization
evolution but organizations do not evolve through a standard set of stages. They may reach their respective strategic orientations through systematically different patterns of convergence and reorientation.

4. Scientific Fields: Kuhn – We may have to relinquish the notion…that changes of paradigm carry scientists…closer and closer to the truth. Nothing makes it a process of evolution toward anything.

5. Biological Species: Eldredge and Gould – Evolution is not a stately unfolding in which new species arise from the slow and steady transformation of entire population. It is a story of homeostatic equilibria disturbed only rarely…by rapid and episodic events of speciation.

6. Grand Theory: Prigogine & Stengers – The way…biological and social evolution has traditionally been interpreted represents a particularly unfortunate use of concepts borrowed from physics. The foremost example of this is the paradigm of optimization. Optimization models ignore either the possibility or radical transformation.

THE APPLICATION OF THE PUNCTUATED EQUILIBRIUM PARADIGM IN ORGANIZATION

The punctuated equilibrium paradigm can be applied in the dynamics of organization. An organization is like human. It develops and grows itself. The organization grows from a small one to a larger one. Organizations can develop because some reasons. First, the age of organization influences organizations to grow. As the time passes by, an organization will always be stagnant. An organization can move from centralization to networking because of the environmental demand. Second, size of organization. Like a human being, organizations become bigger and bigger. The level in the management hierarchy characterizes it. The structure is getting more elaborate and the organization is getting more specialized. The complexity confronts organizations. Third, the stage of evolution. In this equilibrium period, organizations evolve with only modest evolution. In this equilibrium period, organizations evolve with only modest adjustment. Fourth, the stage of revolution. The period of revolution is characterized by
the radical adjustment. Many organizations fall short in the period because it required the readiness of all organization participants.

On the road of life, the important milestones between birth and death do not come at regular intervals; they are clustered in a manner. Graduation, first job, marriage and parenthood all tend to concentrate during early adulthood. It is not always a happy or content period of one’s life, but it is certainly exciting, full of challenges and opportunities. If someone cannot bear the burden faced by him, he will be frustrated and distressed. At the moment, we realize that we are unsure for the result. We have to be optimistic when accepting the challenges. It so happens in organizations. When organizations face challenges dramatically such as competing resources scarcity, finding legitimacy, winning consumer’s hearts, they have to struggle rapidly and they have to change radically including the way of thinking. If not, organizations will be no longer in existence.

Organizations have to adapt and pay attention to the environmental changes. Gersick (1988) also argues that the interaction with an environment may be very likely to foster and shape adaptation at certain predictable times in a system life cycle and unlikely to do so at other times. If the environment changes dramatically when an organization is also entering a change phase, organization has to adapt. Otherwise, if organization maintains in the phase of inertia will be selected out. Romanelli and Tushman (1994) propose that organizations accomplishing transformation discontinuously and in response to basic changes in their environment will perform better.

**THE REQUIREMENTS OF IMPLEMENTING THE PUNCTUATE EQUILIBRIUM PARADIGM**

There are some requirements to implement the paradigm successfully in the organization.

1. **Revising the Elements of the Organization**

   When organizations are interrupted by sudden change, organizations are inevitable to change. Organizations can accommodate its survive to changes. Organizations have to pay attention to the crucial elements of organizations. If
organizations want to change radically, the revision of the elements is indispensable. During the transition period, organizational change may rapid. The institutional context no longer provides organizing templates, models for action and known sources of legitimacy (Greenwood & Hinnings, 1993). Moreover, because the institutional context changes so much, existing resources and capabilities become obsolete. It is difficult to learn from experience during periods of significant institutional change because past experience is no longer an appropriate guide for future action. The elements are vision, culture, structure, strategy, management practice, and work unit climate. Based on the punctuated equilibrium paradigm, these elements need to be revised radically.

The existing vision may be revised. Vision defines an organization purpose and capture the reason for its existence in a way that allow members to feel good about their efforts. Vision reflects the aspirations of organization. New vision has to be clear and articulated and widely shared. The vision statement should be short and to the point. It should be engaging and challenging. A widely shared vision can provide a sense of psychological attachment and motivation that cannot be duplicated.

Another element is culture. According to Schein, culture can be seen in the norms and values that characterize a group or organization; that is, organizational culture is a system of shared values and norms that define appropriate attitudes and behavior for its members. Norms are the expectation about acceptable organizational attitudes and behavior. Members accept norms and use them to guide their behavior.

As organizations mature, part of their learning is embedded in the shared expectations about how things are to be done. The more successful an organization has been, the more institutionalized or ingrained this learning becomes, further increasingly culture inertia and organizational complacency. In a relatively stable environment, the organization culture is a critical component of its success. However, when confronted with discontinuous change, the very culture that fostered success can quickly become a significant barrier to change. Culture is the most difficult element to be changed. The top management has to act as a model. Their followers will imitate them to change.

The next element of organization is management practice. Management practice concerns the organization functions such as human resource, marketing, finance, operations and strategic. It is very important to consider these functions. The function of
human resource management is very crucial in the punctuated equilibrium paradigm. It concerns how people are managed to be able to improve of organization performance. To manage people easily is preceded by compensating them appropriately. Compensation is very critical dimension in this case. Compensation should be based on the competency (Mayasari, 2000).

The competency-based approach offers a flexible and effective compensation alternative for most organization. The basic idea is that if we want our people to learn more skills and become more flexible in the jobs they perform we should pay for them to do it. People are paid for the skills they have not for the jobs they are performing. Competency is a cluster of related knowledge, attitude, skills that affect a major part of one’s job that correlates with performance on the job. Competencies are more general and universal. When the transition period happens, it is better for organizations to have people with competency. The reason is they have general skill. They are easy to take into a new game without much learning a new thing. Learning a new thing takes much more time meanwhile organizations do not have much time.

Gersick (1991) argues that organizational theory such as resource dependence theory can be applied in the punctuated equilibrium paradigm. Resource dependence theory (Pfeffer, 1982) argues that organizations are externally constraints. Organizations are not internally self-sufficient so they require resources from the environment. Therefore, organizations have to develop the linkage activity with other organizations. The forms of interorganizational linkage activity are mergers, joint venture and vertical integration. These are the areas of management strategic of organization. When the equilibrium is punctuated, organizations will change the way organization perform the activity. Maintaining good relationship with other organization is a crucial thing when facing a short burst of change.

2. Change Follows Information Flow

The easiness of information flow is very important in punctuate equilibrium paradigm. The shortly revolutionary change will easily be anticipated if the flow of information can run smoothly. Therefore, people will have obtain information rapidly and able to make a decision. Carr (1996) break the organization down into four general areas:
the strategic core, the operating core, the customer-supplier interface and the resource component.

At the strategic core, the information flow contains ideas and data relate directly to the organization performance in regard to its strategic plan, its core business and its stockholder value. At the operating core, the information flow is made up ideas and data that relate directly to the quality, timeliness, effectiveness and efficiency of the internal productive processes of the organization. At the customer supplier interface, the flow of information enables salespeople, maintainers and repairers, customer service personnel, buyers to react quickly and successfully to their requirements. In the resource component, the information flow is focused on ideas and data pertaining to developing programs for exercising control over and service to the other parts of the organization.

The organization must intend to have a free information flow of new data and ideas from its environment and must intend the same free information flow within the organization and among its different areas. In addition, the organization should focus its information flow on the ideas and data most relevant to its strategic goals and their supporting objectives. The organization should consider its customers and suppliers as part of both its information flow and its decision-making processes. Lastly, the organization needs to promote ownership and entrepreneurship everywhere.

3. The Elimination of Being Proud to be the Member of One Organization

Individual is one of the crucial elements of organization. Without them, organization does not have a driver to control the mechanism. The human action emerges as the interaction of the individual who brings aspirations, standards and knowledge and the situation, which provides opportunities and constraints (Thompson, 1967). Organization can grow because the creative hands of people. People in organization also have advantages from the organization. They have a good status and being proud of the members of the organization. Eventually, the being proud to be the member of one organization makes them difficult to change. Organizational identity becomes less important.

When there is a revolutionary change or sudden change in organization, people will look for the shelter from the organization. If people eliminate the organizational
identity by expanding network with other organizations outside, they will be less
dependent upon the organization. When developing a network, they are sometimes not
tied to the main activities of organizations but sometimes the activities also have the
interconnected link with their organization. When a crisis happens, they can take
immediate actions easily. Developing a network has the great advantage because the
valuable information outside can be a critical thing to help the crisis in organization.

4. Creating Internal Motivation for Individuals

Internal motivation of individuals is very important. Internal motivation related to
the organization is motivation to do the job because of the job itself. This motivation has
to be built in individual’s mind. The internal motivation can be the energizer of
individuals to work and to perform better. The motivation can enhance individuals to find
out some challenges of work in order to enrich their experiences and to sharpen their
minds. They want to achieve something new and new. Individuals like to learn and learn.

When a sudden change happens for example major environmental changes. The
organization has to diversify their product because of the demand of consumers. The
diversification requires the new skill therefore individuals have to learn that skill. If the
internal motivation is not in the individual minds, organization has a difficulty to do the
diversification.

In a daily activity of organization, internal motivation can be built by
organizations through creating jobs enrichment. It is admitted that not everybody in
organization likes job enrichment. However, if organizations use punctuated equilibrium
paradigm, job enrichment is very crucial. Job enrichment aims at creating a positive
attitude. The positive attitude influences the intention to increase the productivity.
Borrowing from the concept of Hackman and Oldham, there are five cores of job
dimensions to enhance of positive attitude namely skill variety, task identity, task
significance, autonomy and feedback. These aspects can lead to experienced
meaningfulness of the work, experienced responsibility for outcomes of the work and
willingness to know the actual result of work activities.

Under punctuated equilibrium paradigm, organizations are faced by the deadlines.
The deadlines prevent the organization to delay the change. The change has to be done
immediately. If people in organization are used to do enriched job and have internal motivation to do, it will no be difficult to ask people to change the current job into the new job. Individuals like to learn and learn.

5. A Need of Leadership

The next requirement to implement punctuated equilibrium paradigm is the necessity of leadership. Leadership is needed when organizations has revolved to enter a new equilibrium. Leader can guide members of the organization to go to a certain destination. What kind of leadership is needed by organization when it’s equilibrium period is punctuated? Leadership has been studied in different ways depending on the researcher’s conception of leadership. All leadership research can be classified into one of the following four approaches: 1) power-influence approach, 2) behavior approach, 3) trait approach and 4) situational approach (Yukl,1989).

Yukl has integrated the approaches. One approach cannot explain how leadership will affect the members of organization to achieve progress. The equilibrium of organization, which is punctuated, is under transformation period. As Bass argues (in Yukl, 1989) that transformational leadership is needed in transformational process. Charisma is important in this period but not necessary for the transformation process. Under the crisis period, leader has to own many qualities. Leader must have intellectual capacity and sense of care. Leaders must understand the real problem and appropriate solutions. In addition to it, leaders have to support, to encourage and to have sensitivity.

Furthermore, leadership is needed for social integrative action. Alvesson (1992) argues that social integrative management is not a matter of inducting a common orientation and direction to the operative nits, to contribute to the identification with the organization and to a feeling of loyalty, to achieve social cohesion with social groups. Social integrative management goes beyond. It is a matter of transferring ideas, representations and orientations, facilitating convergence in thinking, feeling and acting. Leader can integrate them in order not to be fragmented.

Under the crisis period, the members of organization will feel lost and do not know what think and act. Some of them are pessimistic of the result. Some of them also do not dare to do something because it is too risky to initiate the change. Leaders can
inspire confidence and enthusiasm for the new direction. Without and adequate combination of urgency to change and optimism, the transition point will fail or they simply quit.

6. Shape Coalitions-Mobilize the Powerful Individual as the Key Players in Organization

The key players in transition period are those politically important individuals both inside and outside the organization will be affected by the change. Not all individuals are equally powerful. Some individuals are powerful enough to make the change effort; others help the change while others simply let the change happen. This political analysis must be done within the certain people.

To determine who these key individuals are and what their responses to change might be, ask: Who has the power to make or break the change? Who controls critical resources or expertise? How the change will likely to affect each of these individuals and how each is likely to react toward the change? Who will gain or lose something? What are the relationships among those affected? Are there blocs of individuals likely to mobilize against or in support of the change effort? What actions can be taken to minimize the impact of the opposition and to maximize the motivation of potential supporters? These questions have to be carefully considered.

RESEARCH METHODS

The punctuated equilibrium can be applied by both quantitative and qualitative research. Quantitative and qualitative have differences assumption (Neuman, 2000). Quantitative researchers are more concerned about issues of design, measurement, and sampling because their deductive approach emphasizes detailed planning prior to data collection and analysis. Example studies of quantitative researches are experiment, survey research and content analysis. Qualitative researchers are more concerned about issues of the richness, texture and feeling of how raw data because their inductive approach emphasizes developing insights and generalizations out of the data collected. Example studies of qualitative researches are field research and historical comparative research.
CONCLUSION

Punctuated equilibrium paradigm enriches the theoretical framework of organizational theory. Punctuated equilibrium paradigm shows the diversity of thought. This paradigm might conflict with the old one. It seems to do the reexamination of the old assumption. According to Kuhn, science requires conflict between competing schools of scientific thoughts. If a scholar chooses punctuated equilibrium paradigm, she or he must argue from his or her own frames.

This paradigm is not a universal agreement or it has to be accepted and followed by other scholars. This paradigm also wants to show there is another alternative the way of thinking and seeing the world. The paradigm is a radical thought. It assumes how to “destroy” the establishment radically. Perhaps, this paradigm can be applied into another larger scope, for example, the solution for our lovely country, Indonesia. Is it possible?

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