

Change Resistance: An Overview

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ABSTRACT: *Change management in the organization is one way of surviving. Rapid changes in technologies coupled with high expectations from customers has forced organization in finding a way to continue satisfying both internal and external parties related to the organizations. This paper will be discussing an overview on change of resistance, the factors involved and the impact of both the negative and positive.*

KEY WORD: *Change, Resistance, Change management*

Date of Submission: 15-12-2018

Date of acceptance: 31-12-2018

I. INTRODUCTION

Since the establishment of an organization in our community, there has been numerous changes in the way of organization doing work to adjust the situation accordingly. Change management nowadays is considered a must action for most of the organization today in enabling them to continue competing in the world that are considered a tough one since technologies has expedite rapidly the changes which sometimes are hard to cope with.

Fok-Yew et al. (2013) in their paper has stressed out that today's rapid changes has force all the organizations to deal with in order to fulfil satisfaction requested by the customers. Market globalization also play an important role towards change management whereby the product or content need to be suited according to local needs or preference. As we all know, product that considered as a best seller at one place may or will not be a success in a different location. This paper will be discussing view on resistance to change from a few perspective.

II. LITERATURE REVIEW

Organizational change is a proposal by the management to prolong their existence in the world. This contain a planning to benefit both parties, the organization which include the shareholder and employee and the user or the public. Eventough the plan has come to a few level of checking before being announce publicly, the news are expected to have a positive and negative feedback.

Neves, P., Almeida, P., & Velez, M. J. (2018) has stated that while these changes projected to be a success, it cannot run from the norm that failure is the most result that every organization will get. While there will be other factor involved, resistance is included as a major factor for failure to change (Reger, Mullane, Gustafson, & DeMarie, 1994; Szabla, 2007). While most of us will treat resistance as a negative factor, there are also employees or staff that treat resistance to change as a positive impact for their career. (Palmer, Dunford, Buchanan, 2017) in their book, "Managing organizational change, a multiple perspective approach," stated that resistance is a normal thing to react but a few treats it as desirable. For sure part of the organization will feel unsecured and not knowing of the outcome but the other part of the organization will feel excited to try new things, new procedure, everything new and patiently awaits for the outcome regardless of whether a good or a bad one.

Thus, indirectly the factors involved and related to resistance to change will be stress, attitude, commitment, readiness and internal communication. The factors identified will be discuss later in the article.

III. CHALLENGES

The first factor will be stress. Stress as we known since the seventeenth century, are described as an individual effort or hardship and afflictions. The condition that follows afterwards will show to the public the unpleasant psychological that will affect any individual the response to environmental pressure (Robbin and Judge, 2013). In this century, with all the technologies, pressure to compete, balancing working and family life, better remuneration, stress is consider a normal thing. Regardless of whether the organization is a public or a private entity, business or higher education, the pressure is everywhere. Changes that will happen, performing

something that are familiar and well known to something new, unknown, low knowledge are expected from the employees or staff. With a strong and continuous support by the management, followed by a simple type of documentation that will be distributed such as flyers, emails, or posters will ensure that the employee will not be put under dark and unknown area thus will indirectly lower the percentage of resistance.

The second factor is attitude. Defined by (Fishbein and Azjen, 2010), attitude is a pathway for anybody to learn or respond towards something that might be favourable or unfavourable. There will be two response, which is negative and positive. Facing negative impact on attitude will definitely be a tough one. The active attitude will appear to the management and rest of the employees by publicly voicing the displeasure on the changes happens, boycotting the changes, picketing and even challenging the management to take further action.

The management expects this type of resistance and they usually has prepared some kind of counter action to resolve the matter. It is the passive attitude that will worry the most. This type of resistance will be a quiet act and not be show publicly but will be trace later by the management when the outcome of the changes are not what as expected or predicted. This type of resistance must be taken care of very carefully by providing an incentive training, sidekicks, personal coaching to turns things around.

As for positive attitude, the management will benefit from their willingness to discover such a new and unfamiliar process. The eagerness shown in terms of excitement will also act as an example to the rest of the employees including the negative perception.

The third factor will be commitment. Vakola and Nikolaou, (2005) has done a research in commitment. Using Porter et al (1976), organizational commitment been defined as a strength for any individual in involving and identifying within an organization. Through this, an employee will be at his best to perform any assigned task given by the organization. The satisfaction received later has shown that with the right person and giving the full commitment by the management itself, any changes made will be like just a small obstacle to be handle.

Commitment also requires the management to make a thorough study, preparing the necessary things, supplying the employee with whatever needed equipment, tools, machinery, skills to perform the given task.

The next factor will be readiness to change. Najmiah, (2016), in her paper has list out the findings of readiness to change. One of her point is that support received from a peer group has made the change resistance being a positive impact instead of negative. Through her study, she has found out that the role-played by the peer group in providing assistance, knowledge sharing, experience based sessions has help turning the changes into a new chapter of adventure and creates excitement although there are lots of work and process that will be involved.

Finally, the internal communications also play a big role in change management. Continuous communication in informing all parties that will be involved in the change process are essential. While there might be some important elements that were unable to be share at the initial stage, a clue or hint in the direction that the management wished to go or follow must be actively be communicated. Through repetition of communication, then slowly it will be accepted, although it will take longer period to achieve.

IV. CONCLUSIONS

Based on the research and findings by fellow researchers, we can conclude that while there will be a lot of process, procedures, hardwork involved during the change management process, it is considered a do or die activity that were faced by the organization. Surviving in the rapid changes of technologies and higher expectation by customers, leave little choice to be made that is to change. As this is considered a norm, resistance to change is highly expected. A thorough study and involvement not only coming from the management but also a group of selected employee with different level and background will help to overcome the resistance. Management and employee will stand side by side showing the support for the changes that has already being agreed.

Teamwork, support, communication and clear path of the changes required play an important role. Losing one of the element will affect the changes requires thus delaying any result. The outcome might not be as predicted and the result will only appeared longer than expected. Nevertheless, resistance must be treated as a positive impact instead of negative. Through studying and collaborating will turn something initially negative to positive. Backing up from both sides are necessary, and through this will resistance to change be more valuable than before. Resistance to change will happen regardless of the location and type of organization involved.

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Farid Syarizal Bin Abdul Rani" Change Resistance: An Overview" *International Journal of Business and Management Invention (IJBMI)*, vol. 07, no.12, 2018, pp 46-48