

A Study on Factors Effecting Employees' Resistance towards Change in HIRA MAA Group

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Abstract- *The purpose of this research is to uncover the origins of resistance to change. We demonstrated how the causes of resistance varied most depending on the extent of change, and we made recommendations on where management should focus essential attention while conducting a change process. Resistance to change, preparation for change, effectiveness of leadership, employee engagement, and involvement in change efforts are the most frequent themes. One of these topics is resistance to change, which is the subject of this article. Managers who understand resistance may be able to decrease conflict and promote collaboration. Leaders must be taught and educated to get past opposition to change in order to face these difficulties. The objective of this article is to examine recently published research in order to uncover results that might help organisational change agents and managers resolve individual resistance to organisational change initiatives. The study offers significant practical help to change agents and managers in identifying and dealing with change resistance. It also investigates the psychological, cognitive and behavioural elements of each person's resistance and how they are influenced by: individual proclivities for willingness and resistance to change; individuals' assessments of the dangers and advantages of change; interaction, comprehension, participation, faith in management, management methods, and the nature of interactions with change agents.*

Indexed Terms- *Change, Organizational change, Change management, Resistance to Change.*

I. INTRODUCTION

In today's world the corporate sector and market is evolving rapidly. In order to have a steady hold on market along with continuous growth and expansion,

for companies it is the need of the hour to get flexible and evolve the ability to constantly adapt change. Businesses with such ability are the ones who are able to survive in market and maintain the competitive edge. Every company can have almost similar quantities of raw materials, capital, plants and machineries but what makes difference is the quality of the human resources and how well they are managed and trained to adapt evolving needs of the business.

Hence there is evolving need for business to have a dedicated change management panel which would work towards the change management and help to reduce waste and therefore reduce costs. An organisation may make sensible decisions with the aid of effective change management. It boosts output, lowers risks, and contributes to an organization's increased profitability.

Resistance to change is defined as employee animosity or unwillingness to a desired change. Change resistance can come in many different forms. It might be overt or subtle, structured or unstructured, tranquil or unsettling. This phenomenon is challenging. Therefore, having a solid understanding of change resistance is essential for change leaders.

OBJECTIVES:

- To comprehend the varied causes of employee resistance to change.
- To identify potential strategies for reducing resistance, concentrating on important regions.
- Recognising the forces that are preventing and limiting change.
- The attitude of employees towards change.

II. REVIEW OF LITERATURE

While authors have defined resistance to change in a number of ways, contemporary thinking shows that resistance towards change is a multifaceted concept. Resistance to change, in particular, was characterised by Oreg (2006, p. 74) as "a three-dimensional (adverse) perspective on change which involves behavioural, and cognition components." According to Oreg (2006), the affective component of this attitude is concerned with the unpleasant emotions that individuals experience in reaction to change, such as rage, whereas the behavioural component of resistance to change includes (bad) acts or intentions to act in response to change. The psychological aspect of resistance to change, on the other hand, includes negative views about change such as 'change is unnecessary' and 'this change will not be useful'.

Numerous authors have emphasised that resistance to change is a major factor in the failure of many change programmes (Lawrence, 1954; Maurer, 1996; Strebel, 1994; Waddell and Sohal, 1998, amongst others). Resistance to change causes costs and delays that are challenging to predict (Lorenzo, 2000), but that must be taken into account, according to Ansoff (1990). According to Beer and Eisenstat (1996), Goldstein (1988), Lawrence (1954), Piderit (2000), and Waddell and Sohal (1998), resistance is additionally seen as a source of knowledge that may be used to improve the development of change processes.

Employees are likely to believe that their employer has mistreated them when they observe significant changes to important components of their job and claim that these changes happen regularly (Rafferty and Gryphon, 2006). Due to the unfavourable cooperation norm, according to social exchange theory (Blau, 1964), adverse experiences in an organisation are likely to cause the subordinate to behave negatively. at other words, we contend that unfavourable treatment at the workplace, such as that which frequently characterises organisational change events, could end up in the manifestation of adverse acts or intentions to act unfavourably in reaction to change, which will worsen sleeplessness and lower employee feeling of wellbeing.

Resistance is defined as any behaviour that strives to maintain the status quo, which means that it is the perseverance to oppose change (Maurer, 1996; Rumelt, 1995; Zaltman and Duncan, 1977).

According to AL-Abrow et al. (2019b); Peng et al. (2020); a reaction to a change is a mental and behavioural response based on adaptability and a thorough grasp of how to react to a change. This greatly depends on managers' methods for implementing changes and how others react to them. When change is predicted to increase workload, uncertainty, or tiredness, people often respond negatively. This is especially true when change is quick and affects the entire organisation or significant portions of it (Beare et al., 2020; Li et al., 2017).

Reactions to a change are directly tied to involvement in the change process. When practitioners recognise the need for change, their ability to diagnose and enhance desire to change is likely to increase (Albrecht et al., 2020). If a change is perceived as aligning with expectations and is met with little resistance, people are more likely to stick with it (Helpap, 2016). Positive reactions encourage people to focus more on their jobs, which reduces resistance to change (Gardner et al., 1987). In a similar vein, a negative response to change frequently results in an intense opposition to change. If change is viewed as harmful, this occurs. Additionally, when professional relationships are in danger due to a change in how things are done, people tend to respond negatively (Michela & Vena, 2012).

Numerous researchers have worked to conduct numerous studies in an effort to better understand the nature of mental and behavioural responses, including satisfaction with work, performance as an individual, mental agility and leadership skills of all kinds (Malik and Masood, 2015; Malik and Masood, 2015).

The difficulty in executing and failure of change projects are frequently attributed to resistance to change. As an illustration, Prochaska et al. Resistance is the most frequent issue management encounters while implementing change, according to a number of studies mentioned by Bovey and Hede (2001a, b), one of which included 500 Australian organisations.

III. RESEARCH METHODOLOGY

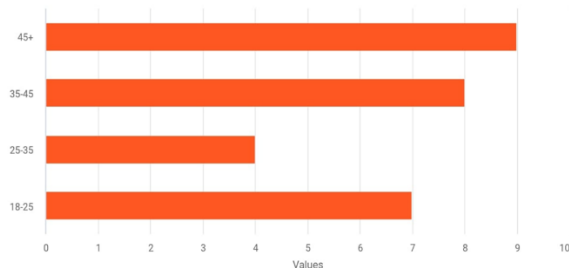
The study employed primary data and a quantitative research approach as its data sources. The nature of this study is descriptive. A total of 100 samples were collected for analysis. The respondents were Hira Maa Group workers. The Google Form utilised to distribute the questionnaires to the customers was the convenience sampling strategy. The poll is completed by Hira Maa Group employees only. In this study, the convenience sampling approach is applied.

IV. DATA INTERPRETATION

Table 4.1 showing stress level of employees of various age group in relation to change.

PARAMETERS (age)	STRESS LEVEL DUE TO CHANGE
18-25	7
25-35	4
35-45	8
45+	9

Graph 4.1 Showing stress level among age groups.



Analysis:

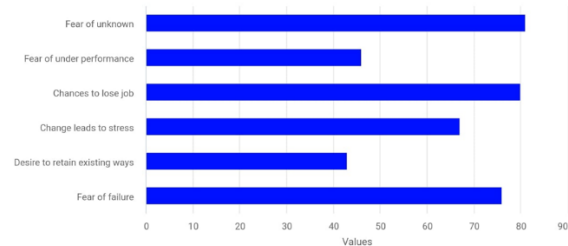
Though employees of every age group have stress towards change it is observed that employees who aged between 35-45 and who were 45+ were most stressful towards change where as people aged between 25-35 were least stressed in relation to change.

Table 4.2 Showing factors effecting more resistance towards change as per employees.

PARAMETER	RESPONSES
Fear of failure	76
Desire to retain existing ways	46
Change leads to stress	67
Chances to lose job	80

Fear of under performance	46
Fear of unknown	81

Graph 4.2 Showing factors effecting employee's resistance to change.



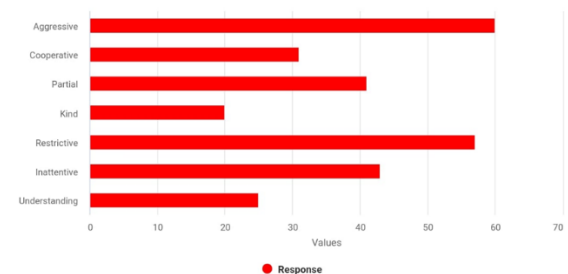
Analysis:

The fear of un known is the most impactful factor leading to employee's resistance to change followed by second impactful factor which is chances to lose job and fear of failure. For rest of employees' stress, fear to under perform and desire to retain existing ways were triggering point to resist change.

Table 4.3 Shows the perception of employees towards the trainer's approach towards them during training.

PARAMETER	RESPONSE
Understanding	22
Inattentive	43
Restrictive	57
Kind	20
Partial	41
Cooperative	31
Aggressive	60

Graph 4.3 Showing employees perception towards trainer.



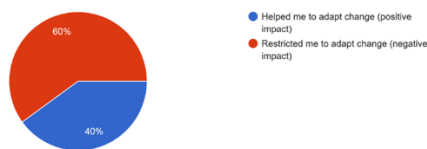
Analysis:

Majority of the employees have negative perception towards the trainer as most of the respondents perceive the trainer to be aggressive, restrictive and inattentive towards them and partial towards others. Whereas very small yet recognizable portion part of employees thinks the trainer was kind, cooperative towards them.

Table 4.4 Show impact of trainer's behaviour towards ability of employees to adapt change.

PARAMETERS	RESPONSES	PERCENTAGE
POSITIVE IMPACT	40	30
NEGATIVE IMPACT	60	50

Graph 4.4 Shows impact of trainer's behavior on employees ability to adapt change.

**Analysis:**

Over 60% of respondent felt the trainer's behaviour impacted them negatively to adapt change. Remaining 40% think it helped them positively to adapt change.

V. FINDINGS

The study's findings show how change has different impact and triggers resistance among employees of various age groups. The findings state that more elderly people are more resistant towards change specially people aged above 45 where as much young employees in the organization seem to have easier transition towards change. When employees have lack of clarity regarding the change as well as the training, they tend to develop more rigid approach towards the change as they fear the unknown also, they perceive it as a threat towards their job security. It was also found that uncooperative behaviour of the trainer had a negatively drastic impact on employee's ability to adapt change.

CONCLUSION

By this research and interpretation of data it can be concluded that- To survive profitably in this highly competitive business environment with diverse consumer needs and trends it is must for a business to adapt accordingly. The organization must have dedicated panel for change management and appoint such change agent/trainer who tend to be more cooperative with employees to gain smooth transition towards change. As people aged of 45 are more resistance towards change the company must pay required attention to them. Also, it is necessary to make employees understand the need of change and how adapting to it will be useful to them at first before just implementing the training to give better clarity to employees leading to reducing the probability of resistance.

To resist change is natural human behaviour, the other hand is true as well. Humans have been known to be most learned species with high ability to adapt change it just that the transition phase needs to be better planned and executed with cooperation of key people involved.

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