



# A Study on Employee Resistance towards Organizational Change with Special Reference towards Prosper Exports, Tirupur, India

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## Abstract

*Nothing is permanent in this world, expect changes. Changes only make the world great in competing with the technology. World is moving towards competitive, so every one wants to accept the changes and must adopt himself to the changes. It is applicable towards organization also. These organizational changes are necessary to compete in the world market, because jobs have become increasingly assorted, multifarious, multifaceted and more technological. At the time of changing process, some people use to resist that. Because they are adopted and addicted to old things. Suddenly they cannot accept the changes, the result is resistance. At that time the organization wants to take necessary steps to overcome the resistance. Only then the organization can achieve success and attain fruitful changing process.*

**Keywords:** Organizational change, resistance to change, forces for change.

## Introduction

**Organizational Change:** An organization must develop adaptability to change otherwise it will either be left behind or be swept away by the forces of change. There are many forces which are acting on the organization which make change not only desirable but also inevitable. These forces include technology, market forces and general socio-economic environments. These are the external forces which necessitate change in internal organizational variables like machinery, equipment and processes, policies and procedures, structural relationships, etc

**Meaning:** The term “change” refers to any alteration which occurs in the overall work environment of an organization. It implies alterations of structural relationships and role of people in an organization.

**Forces of Change:** Organizations depend on and must interact with their external environment in order to survive and grow. They get inputs from their environment transform them through various processes and export outputs to the environment. Pressures for change are created both by external and internal forces. The external forces includes Technology, Market conditions, Social changes, Political forces and the internal forces are Changes in managerial personnel, Changes in operative personnel, Deficiencies in existing structure.

**Organizational Resistance to Change:** Resistance to change may sometimes arise at the organizational level. They are characterized by Division of work along functional lines, emphasis on role prescriptions rather than on organizational goals, emphasis on hierarchical relationships for coordinating

diverse jobs and relating them to organizational goals, precise and rigid definitions of roles with little flexibility, Considerable centralization of decision-making and vertical communication, Acceptance of existing status designations, and Close ties with the company and its values rather than with outside reference groups such as professional body.

**Objectives of the Study:** The objective is to study the various forces for change which are acting in an organization, to analyze the various steps taken by the top management to overcome the resistance to change, to find out the extent of relationship between workers and management while changes taken place in an organization, and to suggest the ways and means to improve the performance of employees for self development.

**Limitations of the Study:** Time, sample size and research area were the major limitations of this study.

**Review of Literature:** Wayne H. Bovey, Andrew Hede<sup>1</sup> has identified individual psychology plays a vital role in resistance to change. He investigates individual psychological factors associated with resistance to organizational change.

Lukman Susanto<sup>2</sup> he says that maximum changes in the organization is harmful somewhat is fruitful. Because many people are agreeing that resistance is the last thing management wants during change process. In many instances, resistance has caused dramatic chaos and uncertainties which may bring the change into disaster or worse collapsing the whole organization. Though, many theorist are now trying to respond to those resistances more

objectively, many still believe resistant's are everything but helpful.

Rod Farr-Wharton and Yvonne Brunetto<sup>3</sup> he explore that the changes affect the relationship among people in an organization. Because the impact of the quality of the relationship between supervisors and service employees on individual and organizational outcomes.

Tim Wray and Martin R. Fellenz<sup>4</sup> he stressed the point of communication. At that time of changes both formal and informal communications plays a vital role because communication and organizational change are inextricably linked. This paper reviews the role of formal and informal communication in organizational change and identifies and discusses the central processes of sense-giving and individual and social sense-making. For change communication to deliver and control the received message a much more sophisticated understanding of the role of informal communication and of individual and social sense making processes is required.

Schraeder, Mike<sup>5</sup> his study mainly focused on organizational commitment. Without commitment nothing is possible so his study assessed potential resistance to a proposed merger by examining how individual perceptions of organizational success, job security, and communication related to

organizational commitment in the context of a pre-merger situation. Highly committed individuals are more likely to support change (i.e., the possible merger), while individuals with lower commitment to the organization are more likely to resist the pending merger. The analyses indicated that perceptions of organizational success, job security, and communication were positively related to organizational commitment.

**Research Methodology**

**Sampling Design:** Tirupur is known for textiles and garment industries. So that the researcher has been selected this area for her research.

**Methods of Data Collection:** The data collected for the study includes both primary and secondary data.

**Method of Sampling:** Convenient sampling was used for this research.

**Sample Size:** From the 670 total employees, 150 were selected under convenient sampling method.

**Techniques Used for Analysis of Data:** The collected data had been analyzed by using Simple percentage, Likert scale, and Chi-square test

**Table-1**  
**Demographic characteristics of employees for resistance to change**

Status	No. of Respondents	Percentage
<b>Age</b>		
Below 20years	13	9
21-30years	57	38
31-40years	60	40
41andabove	20	13
<b>Experience</b>		
Below 2years	10	7
3-4years	23	15
5-6years	41	27
7 years andabove	76	51

**Inference:** The table shows that 40% of the respondents are belong to age category 31-40years, 51% of the respondents are belongs to experience 7years and above.

**Table-2**  
**Rating scale factors for resistance to change**

Status	No. of respondents	Percentage (%)	Rating	Likert scale
<b>Aware Of Forces for Change</b>				
Highly satisfied	14	9	5	70
Satisfied	25	17	4	100
Neutral	25	17	3	75
Dissatisfied	75	50	2	150
Highly dissatisfied	11	7	1	11
<b>Relationship with Supervisor</b>				
Highly satisfied	30	20	5	150
Satisfied	78	52	4	312
Neutral	24	16	3	72
Dissatisfied	11	7	2	22
Highly dissatisfied	7	5	1	7
<b>Decision Making Process</b>				
Highly satisfied	18	12	5	90
Satisfied	34	23	4	136
Neutral	37	25	3	111
Dissatisfied	41	27	2	82
Highly dissatisfied	20	13	1	20
<b>Self Development</b>				
Highly satisfied	45	30	5	225
Satisfied	62	41	4	248
Neutral	13	9	3	39
Dissatisfied	18	12	2	36
Highly dissatisfied	12	8	1	12
<b>Present Working Condition</b>				
Highly satisfied	24	16	5	120
Satisfied	79	53	4	316
Neutral	20	13	3	60
Dissatisfied	19	12	2	38
Highly dissatisfied	8	6	1	8
<b>To Overcome The Resistance</b>				
Highly satisfied	47	31	5	235
Satisfied	53	35	4	212
Neutral	20	14	3	60
Dissatisfied	23	15	2	46
Highly dissatisfied	7	5	1	7
<b>Relationship with the Colleagues</b>				
Highly satisfied	34	23	5	170
Satisfied	62	41	4	248
Neutral	33	22	3	99
Dissatisfied	11	7	2	22
Highly dissatisfied	10	7	1	10

**Inference:** This table shows that the mean value obtained is 2.71, which is lesser than 3. So it reveals that the respondents are unfavorable towards the forces for change, the mean value obtained is 3.75, Therefore the respondents are satisfied with the relationship with the supervisor, the mean value obtained is 2.84% Therefore the respondents are dissatisfied with the take part in decision making process, the mean value obtained is 3.73, Therefore the respondents are satisfied with the improve the performance of employees for self development, the mean value obtained is 3.61, Therefore the respondents are satisfied with the present working condition; the mean value obtained is 3.73, So it reveals that the respondents are favorable towards the top management takes step to overcome the resistance, the mean value obtained is 3.66, so it reveals that the respondents are favorable towards the relationship with the colleagues.

**Table-3**  
**Other factors**

Status	No. of respondents	Percentage (%)
<b>Period of Organization Change</b>		
Less than 1 year	121	81
1-2 years	20	13
2-3 years	9	6
<b>Problems or Threats Faced By Employees</b>		
Lack of skill	30	20
Lack of awareness	33	22
De-motive	23	15
Inflexible	29	20
Inferiority complex	35	23

**Inference:** This table shows that 81% of the respondents are says that the period of organization change is less than 1 year and 22% of the respondents are reveals that lack of awareness is the problem or threats faced by employees.

**Table-4**  
**Chi-Square Test**

Factor	Degrees of freedom	Significance	Table value	Chi-square value	Result
Relationship between the Self development and Experience	12	5%	21.026	13.221	Accepted
Relationship between the Experience and Decision-making	12	5%	21.026	10.154	Accepted
Relationship between the Age and Forces for change	12	5%	21.026	49.60	Rejected

**Inference:** There is no significant relationship between Self Development and Experience, between experience and decision – making. And there is a significant relationship between the Age and Forces for change.

**Findings:** Most of the respondents are dissatisfied regarding the forces for change, 52% employees are satisfied with the relationship with supervisor, 27% of the respondents are dissatisfied with decision making process, 41% employees are satisfied with the self development in an organization, most of the respondents are satisfied with their present working condition, 66% of the respondents are satisfied towards overcome the resistance, Majority are satisfied regarding their relationship with the colleagues, 81% of the respondents opinion that the organization change should take place less than a year and 22% of the respondent’s main problem is lack of awareness.

**Suggestions:** The management should take steps to improve the level of performance and to participate in the decision-making process in an organization. The resistance to change requires individuals to make as the organization seeks a new equilibrium and the forces for change in an organization depend on and must interact with their external environment in order to survive and grow. The company should create awareness before they implement any change in order to cope up with the employees. Workers feel that changes being introduced will benefit the organization or the employees rather than themselves or the general public. The organization should have adequate financial resources for giving training to change agents and for offering rewards to those who support change.

**Conclusion**

Organization strives to achieve equilibrium in its social structure. By equilibrium we mean that people learn to expect various environment relationships within their environment. Resistance to change in the work place is not new. The success of major organizational change is generally determined by how well resistance is managed. Organizations to effectively diagnose, manage and overcome employee resistance, whilst at the same time engender a climate conducive to employee ‘readiness’ for change. Seeks the various ways to make the organization more effective in meeting all its goals.

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