Managing Resistance To Change In Organization Development And Why Change Is Needed

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Abstract

This paper talks about why the change is important, how important it to implement changes in and organization and it is equally important to underatnd and manage resistant to change and get an organization be prepared for the change and Change resistance has a significant impact on the success of the change. As researchers have been studying the causes and management of resistance for more than a half-century. Much may be learned from resistance literature that pertains to today's unprecedented, continuous change, when an organization's ability to handle change is crucial. Resistance not only affects whether the change will succeed or fail, but it also determines whether the organisation will survive or prosper. This article discusses major insights provided by resistance literature, as well as how such information relates to change management in the modern world.

It identifies the vital need for companies to build skills in effectively managing change and resistance to change, and it offers suggestions for how to do so. To stay in, any organisation should continually been positioning itself to compete with resitricted sources in an always changing and, not only responding to but also predicting change.

Individual may be treated without informing the others. The study's methodology is exploratory. It looked at the literature to see how change management influences the degree of change resistance and, ultimately, organisational change. The academic literature, empirical literature, literature findings, conceptual framework, and conclusion were all presented after the theoretical literature.

Introduction

There s nearly universal agreement over the importance of organisational change, and most organisations use newer managerial approach to sustain profit and competitiveness. Few changes have a significant impact the organisation, while quite others have a little impact and are known to as "managerial trends." Organisations must evolve in order to remain relevant and competitive. Organisational change is one of the process of moving an organisation from its current state to

future successful one in order to promote its effectivenessTo increase the organisational performances , companies must be adaptive & respond to appropriate changes in a time to time manner..

Change is a constant in organisational life and an unavoidable part of nature, just as resistance is intrinsic part of the change. This is partly due to people's aversion to the new, unfamiliar, and unknown, as well as their preference for stability (even though stasis never leads to growth). This research is required due to the importance put on the change management.

Literature review

An organization has been described to consist of a group of individuals working together in a system to accomplish the goals of both the individuals and the organization (Muo & Muo, 2014). People perform their roles within complex systems called organizations (Armstrong, 2009).

Organization can be described as a group of people working together cooperatively to accomplish an enduring goal of the organization, and through that, achieve their individual goals. To Robbins (2003), an organization is a continuously coordinated social unit, composed of two or more people that functions on a relatively continuous basis to achieve common goals.

Organizations can also be seen as a system of roles and stream of activities designed to accomplish shared purpose. This definition emphasises the importance of organisational structure and processes in pursuit of common goals (Robey and Sales,1994, in Oghojafor, Muo & Aduloju, 2012: 83).

Change can simply be defined as the transition to a new or different situation or state of affairs. It implies the shedding off of the status quo for something new or unusual. According to Burnes (2004) change is an ever-present feature of organizational life, both at an operational and strategic level.

There should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required to getting there (Todnem, 2005). Due to complexity of events and rapidity of technologies in the environment, organizations are subject to many pressures for change. Continuous developments and range of triggers force organizations towards change initiatives. Indeed, these pressures on organizations to change emanate from external and internal environment of the organizations. (Yilmaz & Kilicoglu, 2013).

According to Lewin (1946) in Bamford and Forrester (2003), the planned approach to organizational change attempts to explain the process that brings about change. Furthermore, the planned approach emphasizes the importance of understanding the different states which an organization will have to go through in order to move from an unsatisfactory state to an identified desired state.

The emergent approach to change is more concerned with change readiness and facilitating for change than to provide specific pre-planned steps for each change project and initiative. Several advocates of the emergent approach have suggested sequences of actions that organizations should comply with. However, many of these suggestions tend to be rather abstract in nature and difficult to apply (Burnes, 2004).

Change Management means to plan, initiate, realize, control, and stabilize the change process on both the corporate and the personal level by handling obstacles carefully (Singh, Saeed, & Bertsch, 2012). Change management has also been defined as the effective management of a business change such that executive leaders, managers and frontline employers work in concert to

Change Model.
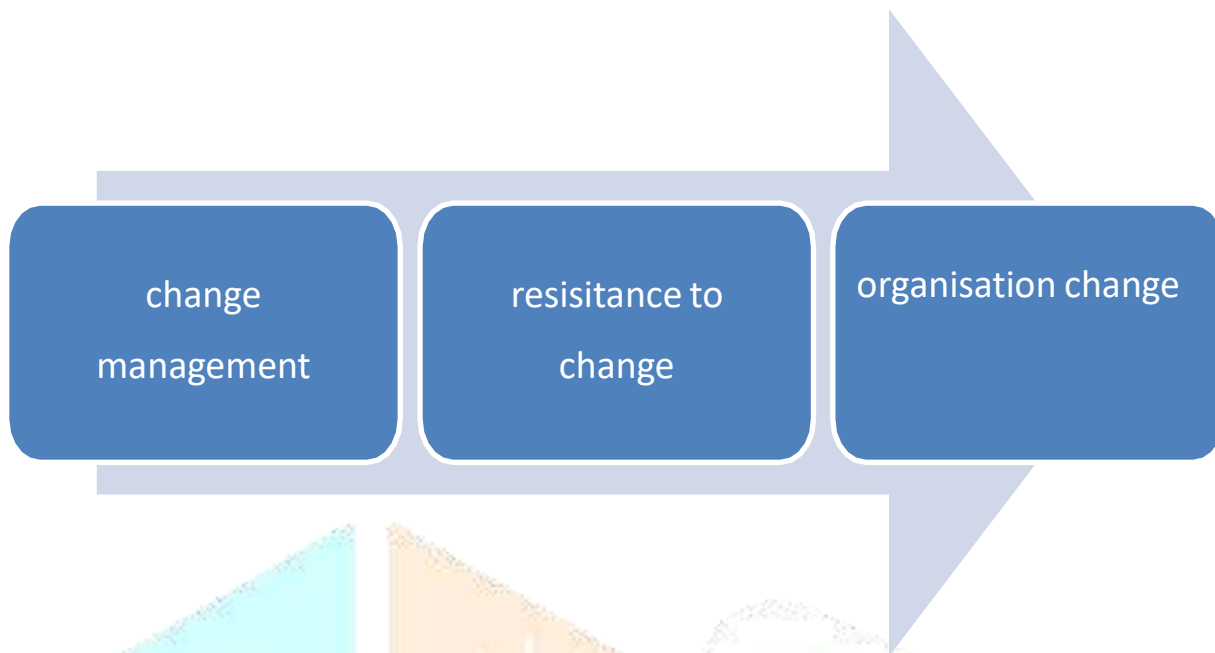
Finding from the literature review

1. Two out of every three change projects fail owing to ineffective change management.

2. Effective change participation and communication increased employee trust in the process.

3. The implementation technique significantly impacted change acceptance.

4. Top management's support and organisational culture significantly impact change management and acceptance.

5. Management techniques have a substantial influence on performance.

Why is it necessary to make organisational changes?

Organisations must adapt to the difficulties given by the dynamic environment in which they work. Organisations evolve because they have new ideas for improving their performance. Thus, external or internal environmental factors necessitate organisational changes. Modifications attempt to improve organisational performance and effectiveness. During a crisis, changes are occasionally proposed. During a crisis, companies must reduce spending, and the most common change is personnel reduction.

Employees face change in all settings. Employees are affected by change since they will be the ones to implement it. Individuals can respond to proposed change with either a good or negative attitude and behaviour. Employees with a positive mindset accept change and are motivated to put it into action. Negative sentiments, on the other hand, suggest that employees are hostile to organisational reform. They are reluctant to participate in organisational change and may even oppose it. Employees that are inspired and open to change are desired to change managers since they can help to

ensure a successful transition process. On one hand, resistance to change can result in change failure since it increases costs and delays the change management process.

Organisational Merger and Change Resistance: Personality Traits

Openness: The amalgamation of defunct agencies into a single regulatory body implies a significant organisational transition that affects personnel positions and responsibilities.Organisational transparency has an impact on openness. . Research indicates that involving employees in goal development and setting leads to increased receptivity to change, highlighting the importance of self-motivation in the change process.

Conscientiousness: Change initiatives that disrupt power dynamics may face resistance from both managers and employees. This resistance may manifest as counterproductive behaviours such as sabotaging work practices. Changing the line of authority inside defunct agencies can cause disruption due to resistance from managers and people to replace existing power structures.

Agreeableness: People who are agreeable prefer cooperation to conflict. Managerial decisions can trigger employee sensitivity, resulting in conflict and resistance. Agreeable people can become unpleasant and express their discontent in a variety of ways, including physical Assault or hostility.

Employees who like the status quo may be reluctant to change, particularly if they are dissatisfied with their current situation. Anxiety about not being able to influence or control the change may exacerbate resistance. Consolidating defunct agencies into a single regulatory agency may increase job expectations, resulting in staff tiredness and dissent.

Communication is an effective tool for coping with change resistance.

communication to be valid is vital in organisational mergers as it plays an important role in effecting change.

Raising awareness awareness and preparing employee for the change.

opened that successful change depends on shifting speech patterns:

I. Initiate discussion to introduce new ideas and direction to staff.

II. Providing clear and comprehensive information about the change to facilitate comprehension to the staff in order to give clarity and reduce emotions of misunderstanding.

III. Performance review: Describe employee requests for results-oriented action.

IV. Closure Conversation: This process involves filling gaps or completing assigned duties to ensure results.

Consistent communication throughout the transition process can minimise fear and promote employee openness and agreement, according to studies. To effectively communicate the new regulatory body's change in values and culture, information has be passed down from the CEO to the line managers, and then to employees.

Managers have an active role in connecting employees to organisational transformation.

Technique for effectively communicating organisational change to employees.

1. CEO should always clearly express the set objectives to the managers in a transparent & timely manner right after the merger.

2. Chief Executive Officer - schedule a meeting to inform all employees about the change in circumstances, vision, and mission. Virtual connections should be distributed by email to ensure complete participation. Line managers should plan meetings to properly explain the change and how it will benefit and affect employees.

3. Managers must have regular conversations to provide staff with a step-by-step plan for change, and express gratitude to the CEO for their understanding and collaboration. This serves to give them an understanding of what they can anticipate at every phase. 4. Managers should provide roles and duties to staff and communicate clear expectations.Managers should hold regular two-way communication meetings with employees to gather input on change implementation progress and clarify expectations.

## Organisational Behaviour Change

Behaviour modification is the process of changing contextual elements that influence employee performance to promote ethical and fair conduct that will increase organisational productivity .

Scheduling and supporting desired behaviour among personnel of dissolved organisations with positive outcomes might help preserve and enhance its frequency. Studies have demonstrated that reinforcement acts as an incentive, and scheduling its occurrence can promote conscientiousness.

Techniques for modifying employee conduct create and communicate staff standards and policies to line managers.

1. Distribute the revised organisational policy handbook via email to all employees. To improve team behaviour, line managers should identify areas for improvement. Additionally, the CEO should contact with all employees via email to notify them of unacceptable behaviours that would result in penalty.

3. Line managers should track desired behaviour and recognise compliant employees.

4. Recognise and reward employees who follow policy guidelines. 5. Use interim appraisals to prevent complacency and invite one-on-one discussions.

Kurt Lewin's Model (Lewin 1947)identified
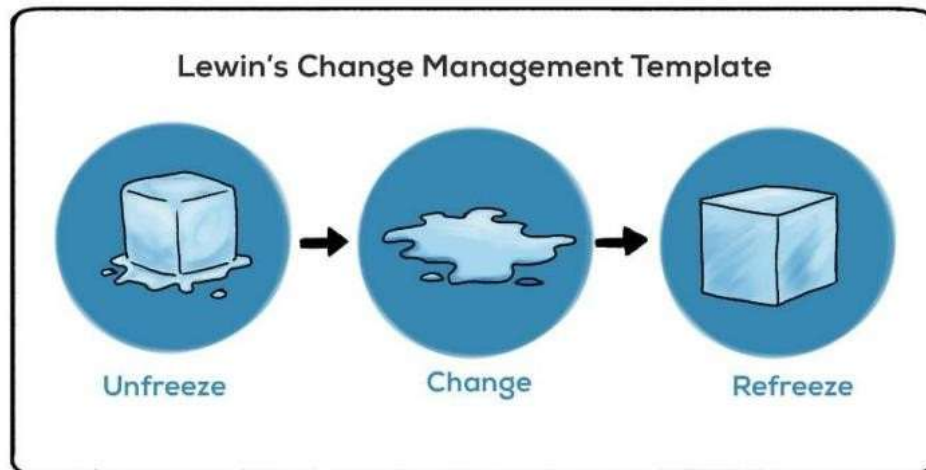
Change the stage.

Employees take part in planning activities and problem resolution during the transformation period.Because of their commitment to organising and carrying out the turnaround.Increase their flexibility and readiness to change.

The Refreezing Stage

Changes within organisational culture will regress if desired values clash with the actual scenario, which is likely to worsen.

Although Lewin's model improves retention of workers, it simplifies removing behaviour , which is frequently nuanced &contradictory in openness.

Techniques for unfreezing, altering, and refreezing an organisation

The CEO should increase staff's willingness to change by presenting a clear picture of the new goals meeting featuring a virtual link sent to field staff for presence. This is to boost their awareness of the change and accomplish maximum corpoartion. Line managers should establish learning objectives for employees because people who engage in a purpose putting forth their best efforts. To build a learning organisation, its chief executive officer should develop a change model that incorporates targets, culture, and processes, then cascade it down to line management. Supervisors in line should reward learning in order to promote personal mastery. The CEO should hold regular meetings with employees to physically interact with learning milestones and challenges.

Tools for overcoming reluctance to change.

Create a strategies for team A management team is required spearhead the change endeavour. Creating credible internal restructuring team in BA with skills and experience can boost employee trust and confidence in leadership advice. change management. Create a vision. Create a plan and objectives to direct the change process towards the intended goal.

According to studies, employees' perceptions of positive outcomes from a CEO's vision alleviate economic stress and inspire them to understand and stand by s the transformation. Communicate your vision.

CEO's straightforward and simple communication of the vision will increase staff knowledge of what is being changed for BA and minimise fear of the unknown.

According to research, before someone puts forward effort and makes concessions towards change, he must be satisfied that the change is worthwhile and feasible. Empowerment and obstacle removal. Empowering BA personnel with the essential skills, as well as eliminating any procedures or structures within the BA that may inhibit employee participation in the procedure for change, will boost their trust in change management.

Improving Short-Term Success Short-term goals can help staff keep focused on the growth target. According to research, setting short-term goals minimises economic stress since multitasking employees with different tasks smoothes out their results and raises the danger of job insecurity.Consolidating milestones Declaring triumph too early can stifle change momentum and decrease the urgency of reorganising BA.

changing or adjusting procedures and processes that weren't in line with the initial changes in BA will preserve employees' faith.

Steps to Changing Organisational Culture Investigate inefficient operational systems to identify areas for improvement in culture and behaviour. Implement effective practices to boost efficiency.

• Establish clear goals ,expectations. Schedule regular conversation amongst the s with staff to convey new initiatives and ask feedback. Encourage critical thinking and questioning long-held views and ideals to address current concerns. Implement agile software to enhance system efficiency, improve staff response time, and promote accountability.

Types of change resistance in organisations

- Logical and reasonable opposition.
- Psychological and emotional resistance.
- Sociological resistance.

Logical and rational opposition

 arguments stem from differences in reasonable facts, logical thinking, logic, and science. the actual time and effort required to adapt to change, including learning new job responsibilities.

Despite that alteration Despite the reality that change may benefit staff members in the long term. However, the short-term costs of change must be covered first. Here are some examples of rational opposition to change:

- The time needed for accepting the change .
- The extra effort required for retraining.
- The prospect of a less desirable condition.
- Economic expenses of change.
- Change's scientific viability is uncertain.

Psychological Defence

Theseare the few main types of resistances that are typically driven by passion as well as attitude. It is organically consistent with the employee's attitude and feelings regarding change. Employees may be fearful of the unknown or have mistrust in management. Even if management believes there is no justification for such views, employees find them quite rational, and managers have to deal Psychological or emotional resistance can emerge as follows:

* Fear .
* Difficulty accepting the new implementation
* Distrust of change agents.
* trust issues
* Security is essential.
* Desire for status quo.

Sociological opposition

Sociological opposition can emerge on occasion. Sometimes social opposition is logical. This happens when it is interpreted as a threat to group interests, norms, or values. Because social values exert such a powerful effect in the environment, they must be properly assessed. On an individual level, there are work friendships and bonds that might be broken by change. Then comes the opposition. However, societal resistance involves the following:

* Political coalitions:
* Contrasting groups ideas.
* Restrictive or narrow
* Seek to retain existing relationship

management strategies for change resistance

Once you've identified the many sorts of change resistance in your company, employ a combination of tactics to counteract the negative influences. Here are six key tactics for dealing with change resistance, listed in descending order of significance. - Use them to develop action plans for overcoming internal resistance in your organisation.

Education and communications: Educating individuals about the change endeavour ahead of time is a highly successful strategy for overcoming opposition to it. Upfront outreach and instruction help employees understand the reasons behind the transformation effort. This eliminates false beliefs about the impact of organisational change.

Employee participation and engagement: When employees participate They are more inclined to accept the change than to reject it. Using this strategy is more effective than relying on individual agreement to change.

Managers might prevent potential pushback by demonstrating support for the employees during the challenging times. Managerial aid helps employees deal with fear and anxiety during Strategic Change Management.

Negotiation and agreability: Managers can fight resist by incentivizing employees not to reject change. Allowing change resistors to veto or offering incentives to avoid the change process can help achieve this goal. This strategy is excellent for persons with power who resist change.

Manipulation and Cooptation: The term "cooptation" relates to the Inviting someone into a planning group for change management solely for appearances rather than for their actual contribution is a patronising conduct. Finding leaders from among the resistors is often necessary to drive transformation. The following are examples of both explicit and subconscious coercion: Managers can

Staff can be forced to embrace change overtly or implicitly by highlighting that refusal to change will result in job loss, firing, or failure to advance.

What happens if change implemented over night without clear communication.

- Employees with loose trust in the organization .
- Delicne in productivity as organisation wasn't ready for the change .
- Employees will start leaving the organization .
- Ego clashes as result of the unexpected decision taking.
- Training becomes must harder due to resistance .

Conclusion

Understanding ways individual personality features affect resistance to change is critical while managing organisational mergers. Employee responses to change initiatives are significantly influenced by openness, conscientiousness, agreeableness, and neuroticism.Every employee must be trained on diversity and cultural diversity. Recognising and addressing these variables can aid in the successful execution of Effective implementation of organisational development initiatives, especially during mergers and restructuring. To remain afloat, any organisation must continually position itself as a competitor for scarce funding in constantly changing even dynamic environment and responding and anticipating change. conversation between the employers and employee communication should be time to time which makes implementation of change easier .and gives an idea in the organization of what the change is all about .in this generation there is day to day update in technology and evry organization needs to hop on to the trends .so the organisation doesn't lack anything infront of their competatiors . change is necessary but preparing the organization to accept the change is also important .