

ASSESSMENT ON THE RELATION BETWEEN INDIVIDUAL DIFFERENCE WITH DISPOSITIONAL RESISTANCE TO CHANGE AND RE-ENGINEERING THE ORGANIZATIONAL STRUCTURE IN ORDER TO ACCESS ON TECHNOLOGY IN GUILAN PROVINCE GAS COMPANY

Fataneh Ali ZadehMeshkani¹, Masood AmoopoorRastekenari², Sakine Jahani Garmjani³

¹. *The member of scientific group of Islamic Azad University, Tehran Branch, Tehran, Iran*

². *Department of Education Management, Islamic Azad University, Rasht Branch, Rasht, Iran*

³. *M.A .Student of Business Management, Islamic Azad University, Rasht Branch, Rasht, Iran*

(Corresponding Author)

Abstract

The purpose of this study is Evaluation the relationship between the individual components of employee resistance to change and organizational re-engineering technologies in order to achieve Gas Company of Guilan. This is a descriptive-analysis study and is a survey; also it has an applied goal. The article proposes and tests a model of resistance to organizational change. Contrary to most works on resistance, resistance was conceptualized here as a multifaceted construct. Relationships among resistance components and employees' personalities, the organizational context, and several work-related outcomes were examined. The study population consisted of 196 of customers of dairy products industry focused on Guilan. They are selected in random sampling. Content validity of the questionnaire was approved by faculty advisors and the reliability of the questionnaire was confirmed by using Cronbach's alpha coefficient. The collected data are analyzed by the Lisrel software. So in order to test this hypothesis we use Confirmatory factor analysis test and path analysis. Findings show that the both personality and context have been found to significantly associate with employees' attitudes towards a large-scale organizational change. These attitudes were, in turn, significantly associated with employees' job-satisfaction, organizational commitment, and intention to leave the organization.

Keywords: Effective of Resistance, Behavioral of Resistance, Cognitive of Resistance, resistance to change

INTRODUCTION

Resistance to change has for decades been recognized as an organizational challenge; however, a comprehensive understanding of the different ways that resistance can be manifested was still needed. If individuals respond to change in different ways, and if variations in responses yield different outcomes, recognition of those expressions of resistance is an essential step in the

development and implementation of effective, targeted change management strategies (Schiffer, 2011, p16).

Resistance to change is a dynamic process, encompassing individual differences in resistance experiences and manifestations, situational antecedents, and the interaction of those situational antecedents and individual differences on change outcomes. Oreg diagrammed a source > resistance > outcomes model that began the work of clarifying the resistance process (2006). His model represents a significant step toward the goals of operationalizing the resistance construct and increasing understanding of the process, in that he recognized the need to differentiate and study the unique components of the resistance path.

First, Oreg suggested that different situational variables will impact cognitive, affective, or behavioral resistance, and that once triggered, those different components of resistance evoke different outcomes. This author agrees with that basic premise, but extends it to further incorporate individual differences in the ways that people manifest resistance. The stress literature has demonstrated that the situational antecedents alone are not predictive of individual responses.

Oreg (2006) identified three change process variables (trust in management, information, and social influence) and three change outcome variables (power and prestige, job security, and intrinsic rewards) that were predicted to differentially impact the components of resistance, which in turn would differentially impact work related outcomes.

Change, positive or negative, is unsettling because people seek stability (Keyes, 2000). Individuals often resist change; some resist more than others, and some situational characteristics (ex. trust in management) impact resistance to change.

Similarly propose that employees resist change because they feel threatened, particularly when they perceive the change as imposing hardship or loss. Here we begin to see the potentially valid or legitimate reasons why employees may resist organizational changes (Hendrickson & Gray, 2012, p 53).

From the results and discussion it is clear that, participation alone may not be enough and therefore all the other factors should be taken into consideration whenever change is envisaged. Organizations must also take steps to develop and maintain a level of communication that engenders trust in management and reduces the level of resistance to change. The establishment of open and free channels of communication would allow for the dissemination of information and the return of valuable feedback. In addition, management should carefully consider any actions that are perceived to be resistant towards the proposed change initiative, because the actions may well be grounded in the reality that the change initiative is wrong from the initial stage, or is flawed in some way. However, management should not assume that it has crafted the perfect change initiative just because there is no overt resistance to the change initiative. Besides, to effectively adapt to change, most established organizations have a daunting task ahead of them in a variety of operational and procedural areas.

Hypothesis 1: Employees' dispositional resistance to change will have significant positive correlations with employees' behavioral, and in particular with their affective, resistance to the particular change at hand.

Hypothesis 2a: Perceived threats to employees' power will be positively associated with employees' cognitive resistance to change.

Hypothesis 2b: Perceived threats to job security will be positively associated with employees' affective resistance to change.

Hypothesis 2c: Perceived threats to intrinsic motivation will be positively associated with employees' affective and cognitive resistance to change.

Power and prestige: Similarly, Goltz and Hietapelto (2002) suggest that threats to power are among the primary instigators of resistance to change. Oreg (2006) also discuss the reluctance to relinquish power as one of the central factors for resistance, and they argue that members' cognitive perceptions stand at the heart of such resistance. Therefore, although an anticipated negative change in one's power may certainly influence one's affect and behavior, it is primarily expected to impact the cognitive evaluation of the change. As threat to power and prestige increases, so will employees' cognitive evaluation of the change become more negative.

Job security: Threat appraisal is defined as individual's concerns over future negative or harmful losses. In the context of organizational change, threat appraisals are related to both affective and behavioral employee reactions. For instance, appraisals of a corporate merger predicted negative emotions and coping problems (Fugate et al., 2010). In their study, Devos et al. (2007) found that openness to change is facilitated by a non-threatening organizational change. Also, they concluded that when changes threaten the job security of employees, it can have a destructive effect on morale, attitudes, and well-being, even when the employees' own jobs are not being threatened (El-Farra&Badawi, 2012, p 166).

Intrinsic rewards: Organizational changes can also threaten the intrinsic satisfaction that employees gain from their jobs. Organizational changes often involve changing positions and redefining tasks. For many, the expectation of transferring to a less interesting, less autonomous and less challenging job would create negative evaluations of the change in comparison with those who expect no change, or even improvement of these factors (oreg, 2006, p 80). Intrinsic rewards related positively with satisfaction with the organization and intentions to stay at both time periods, with programs supportive of employee innovation further enhancing employee satisfaction and retention more strongly during the change effort (Stumpf& et al, 2013).

Hypothesis 3a: Employees' trust in management will be negatively associated with employees' behavioral resistance to change.

Hypothesis 3b: The amount of information that is provided about the change will be negatively associated with employees' behavioral resistance to change.

Hypothesis 3c: The extent to which employees' social environment is opposed to the change will be positively associated with employees' behavioral resistance to change.

The change process

Trust in management: According to Rousseau, Sitkin, Burt, & Camerer (1998, p. 395) trust is "a psychological state comprising the intention to accept vulnerability based on positive expectations of the intentions or behavior of another". It has also been defined as "...willingness to increase one's resource investment in another party, based on positive expectation, resulting from past positive mutual interactions" (Tzafrir & Dolan, 2004). Trust in management involved individuals' perceived confidence levels in the ability of management to do what is best for the organization and its members. In the organizational setting, mutual trust has the potential to enhance cooperation (Mayer, Davis & Schoorman, 1995). According to Williams & Boohene (2012, p. 142) was formulated to determine whether employees' trust in management can affect their levels of resistance in the organization. There was a positive relationship between trust in management and resistance ($r=0.05$). Oreg (2006) found out that lack of trust in management had a significant association with all types of resistance. This suggests that some amount of trust in management has an influence on resistance.

Information: It is important to provide employees with information about a change, but they must be receptive to that information to benefit from it. Resistance responses can influence the individual's perceptions and interpretations of available information (Schiffer, 2011, p. 61). In addition, according to Williams & Boohene (2012, p. 135), factors such as lack of motivation, poor channels of communication, and information exchange also contributed to resistance. In particular, employees that reported receiving timely, informative, and useful information about an organizational change presented a more positive evaluation of the change and increased willingness to cooperate with it (Oreg, 2006, p. 81).

Social influence: According to Tichy (1983), the political ramifications of organizational change constitute one of the main reasons why organization members negatively evaluate change. Similarly, Goltz and Hietapelto (2002) suggest that threats to power are among the primary instigators of resistance to change. Stewart and Manz (1997) also discuss the reluctance to relinquish power as one of the central factors for resistance, and they argue that members' cognitive perceptions stand at the heart of such resistance. Therefore, although an anticipated negative change in one's power may certainly influence one's affect and behavior, it is primarily expected to impact the cognitive evaluation of the change. As threat to power and prestige increases, so will employees' cognitive evaluation of the change become more negative (Oreg, 2006, p. 79).

RESISTANCE TO CHANGE AND WORK-RELATED OUTCOMES

Wanberg and Banas found that conditions of change predicted employee resistance to change and that, in turn, resistance was associated with lower levels of job satisfaction and with greater

intention to quit (Wanberg&Banas, 2000). However, in their study, resistance was conceptualized broadly as low acceptance of change. It is yet to be examined how a multifaceted conceptualization of resistance that allows for ambivalence towards the change would relate to such work-related outcomes. Overall, it is expected that positive attitudes towards change will be associated with improved outcomes. Beyond this, accumulated knowledge about the various types of work-related outcomes also enabled an examination of the more specific relationships between the three attitude components and work-related outcomes. The multidimensional perspective of resistance adopted in this study presumes that the different components of resistance would have varying relationships with different types of work-related outcomes. Specifically, affective resistance is most likely to associate with affective outcomes, cognitive resistance with cognitively-based outcomes, and behavioral resistance with behavioral outcomes. Job satisfaction represents an outcome with a strong affective affinity (e.g., Locke, 1969; Spector, 1997) and was therefore expected to associate most strongly with the affective component of resistance (oreg, 2006, pp 82-83).

Because the behavioral component of attitudes involves both behaviors and intention to behave, intention to leave the organization seemed an appropriate outcome that could tap the behavioral component of resistance to change. Lastly, organizational continuance commitment was selected as the cognitively-weighted outcome variable. According to Meyer and Allen (1991) continuance commitment involves a calculative approach with which organizational members evaluate whether or not it is worth their while to remain in the organization. The cognitive process involved in this construct is quite explicit. It is not precluded that all three resistance components could associate with employees' job satisfaction, intention to quit, and continuance commitment. However, more specifically it is hypothesized that:

Hypothesis 4: Employees' affective resistance will be negatively related to their job satisfaction.

Hypothesis 5: Employees' behavioral resistance will be positively related to their intention to leave the organization.

Hypothesis 6: Employees' cognitive resistance will be negatively related to their organizational continuance commitment.

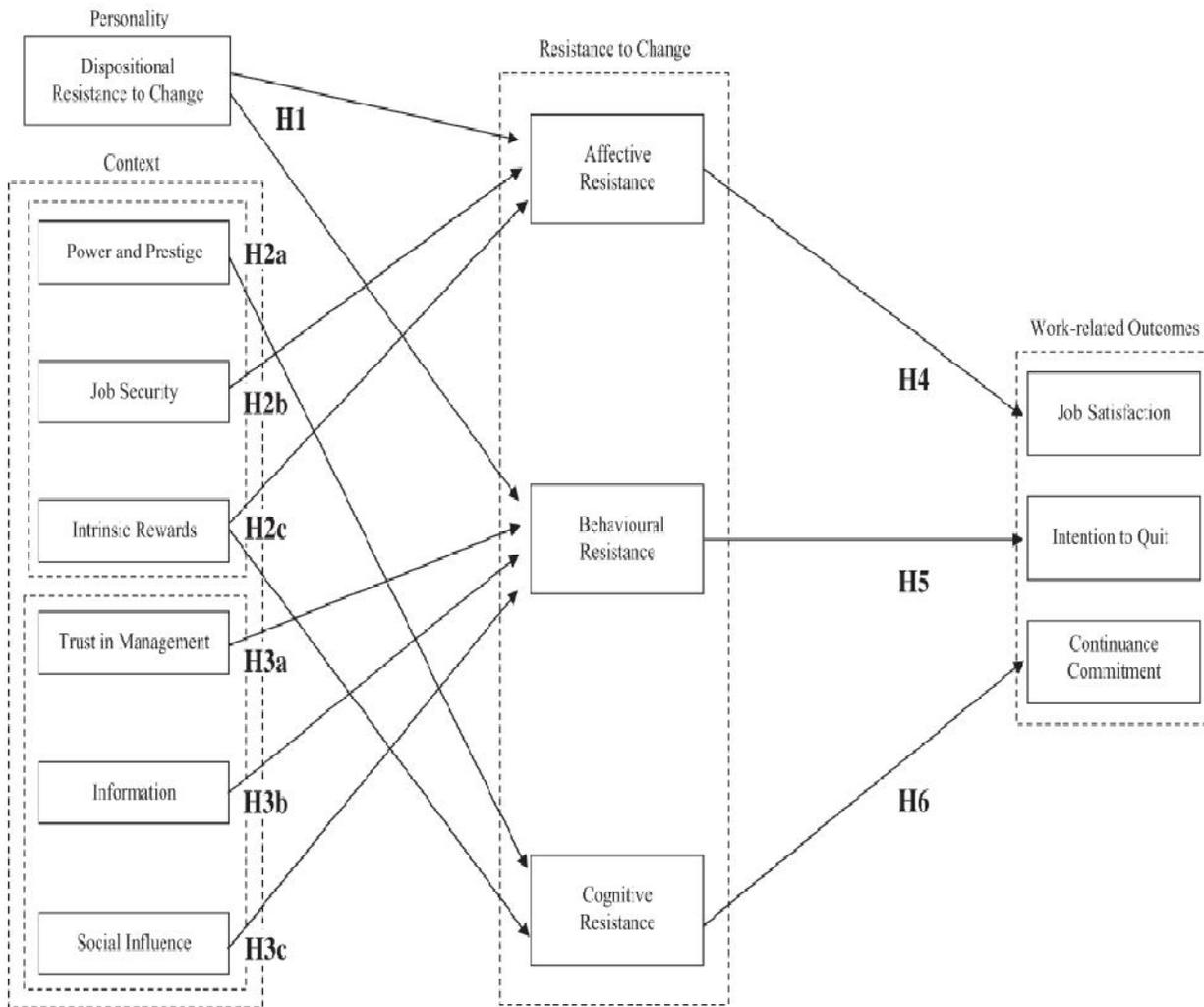


Figure 1. The theoretical model with study hypotheses

Research methods

Reliability

One estimate of reliability was obtained – alpha reliability coefficients for all thirteen constructs. Table 2 shows that the coefficients range from 0.744 to 0.986 confirmed reliability of the questionnaire

Table1. Output for the Reliability

variables	alpha reliability coefficient
Resistance to change	0/844
Power and prestige	0/885
Intrinsic rewards	0/924
Job security	0/850
Trust in management	0/875
Information	0/986
Social influence	0/930
Effective of Resistance	0/744
Behavioural of Resistance	0/768
Cognitive of Resistance	0/849
Job satisfaction	0/750
Intention to quit	0/940
Continuance commitment	0/776

Questionnaire

The descriptive statistics and quantitative methodologies on survey data collected by questionnaire (Singh et al, 2011). Questions about the expected outcomes of the change and about the change process were phrased in the past tense, such that participants were asked to report what they expected from the change and how they experienced it when it was first introduced. Despite the retrospective nature of these questions, the interviews conducted prior to administering the questionnaires indicated that, as far as the employees were concerned, the change was still very much underway, and so their experiences of it were still fresh in their minds. Questions regarding the work-related outcomes of the change (i.e., job satisfaction, intention to quit, and continuance commitment) were phrased in the present tense. Respondents were asked to indicate their degree of agreement or disagreement with these statements (regarding importance) using a five-point Likert-type scale (1 = “strongly disagree”; 5 = “strongly agree”).

Sample

Statistical population of this study included employees of Guilan Gas Company, number of about 400 people. According to Morgan's Table are samples obtained 196 people. Sampling methods is simple random. Data were collected, revised, coded, and then fed to SPSS 13 and Lisrel 8.5 and required outputs were extracted.

Findings

In order to fulfillment of sampling among 400 employees of this Organization in the year 1392 (2013), simple sampling method was applied. With consideration to Kerjeki and Morgan Table (1970), sample volume must be selected approximately the number of 196 persons. Among the 206 questionnaires distributed among the employees, the number of 196 persons filled the questionnaires, completely. Age average of the case study of the statistical society is 36.96 years old, minimum is 24 years old and maximum is 54 years old, 91.8% male, 8.2% female, 11.2% high school diploma, 23% associate of sciences, 45.9% bachelor of science, 19.9% master of sciences, and average of the working records of the employees in the society of case study is 15.87 years. Also, minimum record is 2 years and maximum record is 30 years. In the viewpoint of working record, 94.4% of the employees are in official employment, 2.6% in contractual employment and 3.1% is in employment through agreement.

Output of Table 2 shows amount of Minimum, Maximum, Mean, Standard Deviation and Variance for Variables for 196 people.

Table2. Output for Descriptive statistics

variable	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Resistance to change	196	2	4/5	3/63	0/593	0.353
Power and prestige	196	2/50	5	3/9464	0.58916	0.347
Intrinsic rewards	196	2.5	5	3/6352	0.63313	0.401
Job security	196	1	4	2/5663	0/79787	0/637
Trust in management	196	1	5	3/3180	0/98148	0/963
Information	196	2	4	3/2066	0/61968	0/384
Social influence	196	1	4	1/9609	079396	0/630
Effective of Resistance	196	1/20	3/60	2/3663	0/64457	0/415
Behavioural of Resistance	196	1/40	4/20	2/4449	0/67484	0/455
Cognitive of Resistance	196	1/80	3/60	2/9194	0/42029	0/177
Jab satisfaction	196	2	4	3/0527	0/49389	0/244
Intention to quit	196	1	5	2/7143	1/07867	1/169
Continuance commitment	196	1	5	2/9974	0/88939	0/791

Confirmatory Factor Analysis

A number of commonly reported indices were obtained to assess the goodness-of-fit of models with data. For our revised CFA model, these fit indices were as follows, $df = 632$, $\chi^2 = 1398/57$, $\chi^2 / df = 2.21$ with p -value = 0.000; goodness-of-fit index (GFI) = 0.90; adjusted goodness-of-fit index (AGFI) = 0.86; comparative fit index (CFI) = 0.87; root mean square error of approximation (RMSEA) = 0.061; and, (NFI) = 0.87.

Table3. Output for Confirmatory factor analysis

<i>Hypothesis</i>	Standard estimation	T-value	Result
H1 (Part1)	0.22	3.10	Significant
H1 (Part2)	0.65	0.65	Not significant
H2a	0.22	4.22	Significant
H2b	0.75	2.75	Significant
H2c(Part1)	0.52	3.52	Significant
H2c(Part2)	0.30	4.30	Significant
H3a	-0.06	-0.46	Not significant
H3b	-0.23	-2.17	Significant
H3c	-0.08	-1.28	Not significant
H4	-0.47	-3.47	Significant
H5	0.35	3.35	Significant
H6	-0.86	-4.86	Significant

DISCUSSION

According to the first hypothesis, there is correlation between Dispositional Resistance to Change with their behavioral and emotional resistance. In this research, relation between Dispositional Resistance to Change with emotional resistance was confirmed that is in the same direction of Schiffer (2011) and Oreg (2006) researches which the highest scores in RTC Scale was gained in those researches and had the most powerful correlation with emotional element. But the relation between Dispositional Resistance to Change with their behavioral resistance was denied that is in the same direction of Schiffer and Oreg researches. One of the related reasons may be mentioned as: worry about objection or lack of objection and also lack of motivation and interest in employees about their occupations.

2A-2C Hypothesis proposed that the results of the predicted threats are because of changes in emotional and recognition performance and is not in related to behavioral resistance. Specially, 2A Hypothesis predicted that threats of power and respect has relationship with emotional resistance. 2B Hypothesis predicted that threats of occupational security will have relation with emotional resistance. 2C Hypothesis predicted that threat of internal reward has relation with emotional and recognition resistances and none of the records of results have not considerably been in related to behavioral resistance. These relations are completely in the same direction of Schiffer and OREG Researches.

In 3A-3C Hypothesis, the method for execution and implementation of change, it has been proposed that how do the employees react against changes. Specially, it was expected that procedure preliminaries has relation with behavioral resistance. For example, it was expected that 3A Hypothesis, trust in management considerably has negative relation with behavioral resistance that this hypothesis was not confirmed. But in Schiffer (2011) and Oreg (2006)

Researches, it has been concluded that behavioral resistance has negative relation with emotional resistance and also with the more intensity, with recognition resistance. These researches indicate that those people, who have less confidence on management, will cause increase in emotional, behavioral and recognition resistances that is not in the direction of this hypothesis. Also, it is not in the direction of the results of Williams and Boohene (2012) who indicated less cooperation of the employees in taking decision and lack of confidence on management will cause increase in resistance. It may be due to executive record of management in previous changes and his (her) failure and negative mind of employees about management.

In a research that was fulfilled by Smuller, in order to study on the concept of the organizational role-makers and researchers in providing of confidence among the employees when a change happens and making outstanding the emotional elements of confidence in this field, it was shown that positive and negative feelings has relation with managers ability, benevolence and integration of the superintendents and senior managers against changes. Of course, there was non-confidence more than confidence. Some of the polling indicated that challenges and understanding of organizational justice through the change will cause to decrease of confidence on management (Roy, 2013, P. 725) that is in the same direction of this hypothesis.

3B Hypothesis that predicted the relation between amounts of available information with behavioral resistance of the employees was confirmed. The researchers concluded that those employees, who have powerful developed information and find more opportunity for cooperation and also have experience of more confidence on the management, will have less resistance against changes (Schiffer, 2011, P. 22). Also, Schyns, Van Dam and Oreg confirm the relation between available information and recognition resistance. The researchers believe that there is relation between less information about the changes and behavioral and recognition resistance (2008, P. 326). Also, Williams and Boohene (2012) think that poor channels of communication and information exchange will cause to increase the resistance against changes. In this regard, nearly all fulfilled researches are in the same direction of this hypothesis.

3C Hypothesis that predicted the relation between social influence and behavioral resistance was denied in opposite to our conception, while these two relations were similarly confirmed in Schiffer (2011) and Oreg (2006). In these researches, farther up this relation, social influence indicated significant relation with emotional resistance but does not have any relation with recognition resistance (Schiffer, 2011, P. 23). Ericson (1988) presents social networks theory and claims that people have been schemed in a social system that their outlooks are formed depending on a reference point; that is not in the same direction of this hypothesis. One of the reasons for rejecting this hypothesis may be named as: lack of unanimity and cooperation among the employees and also lack of group mentality among them. In this regard, because of wide spreading of the scope, it is better to be studied in future researches.

Also, Hypothesis No. 4, 5 and 6 were confirmed. As all relations between the resistance corporate and variables of all three work-related outcomes were tested, emotional resistance has negative relation with occupational satisfaction, and recognition resistance with organizational obligation. But, behavioral resistance has direct relation with taking an action to leave the organization. These hypotheses are in the same direction of Schiffer and Oreg researches.

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