



Journal Homepage: - [www.journalijar.com](http://www.journalijar.com)

## INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR)

Article DOI: 10.21474/IJAR01/13014

DOI URL: <http://dx.doi.org/10.21474/IJAR01/13014>



### RESEARCH ARTICLE

#### APPRAISING REVERBERATIONS OF RESISTANCE TO CHANGE

Dr. K.C Prashanth<sup>1</sup> and Dr. Veena M<sup>2</sup>

1. Associate Professor, Department of Studies in Business Administration VSK University Ballari, Karnataka, India.
2. Assistant Professor Department of Studies in Commerce VSK University Ballari, Karnataka, India.

#### Manuscript Info

##### Manuscript History

Received: 10 April 2021

Final Accepted: 14 May 2021

Published: June 2021

##### Key words:-

Resistance To Change, Effect, Individual Factors, Group Factors, Organizational Factors, etc

#### Abstract

Organizations in this sublimating environment on one hand entail continuous change through structured process of building capacity and enhance organization effectiveness by developing, improving and reinforcing behaviour, structure, technological processes with integrated organizational strategy. However on the other hand, during the change process they counter bottlenecks from the resistance to change bid by the individual employees, groups and sometimes organization itself. Resistances exhibited may vary in their nature and magnitude from organization to organization. Since, higher education faculty today need to counter changes such as virtual mode of teaching, student and market driven courseware, turbulent pedagogies, etc. This descriptive cum survey study aims to investigate such effects of resistances at VSK University Ballari. Ecosystem of the study encompasses teaching faculty and sample size was chosen to be 82 and is more than Cochran formula. The data was analysed using Chi square analysis and Friedman test. The study revealed that there is an association between the resistance to change and effect on the organization and the amount of association in case of individual and group resistance is stronger.

Copy Right, IJAR, 2021,. All rights reserved.

#### Introduction:-

Change is immortal to anything under the sun and beyond. Its immortality nature has made any entity nothing to do other than simply accepting it. The tangibility of change and its effects are more evident at scenarios of organizations since, visibility of pressures held by us as its members to thrive of one or the other organization in the environment has more resolution pixels. Organization change per se inhibits growth and development of the organization nevertheless it provides scope to encash the given opportunities iff act on changes in the organization.

Education though as old as pre historic, is too has no exception to change. Higher education especially is reeling under the influence of change since, its assessment falls just before the professional future or life of the students. The nature of higher education found many patterns in its life time and it is continued. Magnitude of rate of change pattern is fastest ever since and made more challenging that is virtual/simulated teaching, student and market driven courseware, turbulent pedagogies, etc. The current Covid pandemic is more evident for us that almost all the institutes across the world have gone online for teaching- learning and other academic processes.

**Corresponding Author:- Dr. K.C Prashanth**

Address:- Associate Professor, Department of Studies in Business Administration VSK University Ballari, Karnataka, India.

Organization change process entails continuous change through structured process of building capacity and enhances organization effectiveness by developing, improving and reinforcing behaviour, structure, technological processes with integrated organizational strategy. However it counters bottlenecks from the resistance to change bid by the individual employees, groups and sometimes organization itself. Resistances exhibited may vary in their nature and magnitude and if untreated has blatant influence on the organizational effectiveness and environment characterized by morale, employee attrition, productivity, quality of work, interpersonal communication, etc. Therefore the need has arisen to investigate resistances, sources of resistances and their magnitude of effects on the organization in order to make decision of order of preference and magnitude of treatment.

### Problem Statement

Organization as per the influences of the environment, internal and external under goes change in the significant components of the organization such as behaviours, processes/methods/procedure, structure and organizational strategy. Naturally resistances arise from employees at individual level, group level and the organization itself. These resistances have blatant influences on the organization if untreated. The following are the questions that the study tries to find the answers.

What are the types of resistances arise in the organization?

What are their sources?

What are the effects?

What is the magnitude of sources wise effect of resistance on the organization?

### Hypotheses

H0: There is no effect of resistance to change on the university

H1: There is an effect of resistance to change on the university

Ha0: There is no effect of individual resistance on the university

Ha1: There is an effect of individual resistance on the university

Hb0: There is no effect of group resistance on the university

Hb1: There is an effect of group resistance on the university

Hc0: There is no effect of organizational resistance on the university

Hc1: There is an effect of organizational resistance on the university

### Methodology:-

**Type of the Study:** Descriptive-Survey research

**Ecosystem or Scope:** VSK University as an organization, teaching faculty, individual level resistances, group level resistances, organizational resistances.

**Population:** Teaching faculty of VSK University

**Sample Size:** 82 as per Cochran formula

**Sampling Technique:** Convenient Sampling

**Data analysis and Hypothesis Testing:** Descriptive and Inferential statistics and Chi-Square Test and Freedman test

**Data Collection Instrument:** Structured Questionnaire

### Results:-

As per central limit theorem, distribution of data is normal. In order to test research hypothesis,  $X^2$ - test and Freedman test were used.

**H0: There is no effect of resistance to change on the university**

**Table 1:-** Chi- Square Test for the effect of resistance to change on the organization

Effect on VSK University	P-Value	$X^2$
Resistance to change	0.02-0.01	27.946

The table indicates that,  $X^2$  is 27.946 and p value is between 0.02 and 0.01 and is less than 0.05. Therefore we reject null hypothesis that is there is an effect of resistance to change on the university.

**Ha0: There is no effect of individual resistance on the university**

**Table 2:-** Chi- Square Test for the effect of individual resistance.

Effect on VSK University	P-Value	$X^2$
Individual Resistance	0.02-0.01	28.32

The table indicates that,  $X^2$  is 28.32 and p value is between 0.02 and 0.01 and is less than 0.05. Therefore we reject null hypothesis that is there is an effect of Individual resistance to change on the university.

**Hb0: There is no effect of group resistance on the university****Table 3:-** Chi- Square Test for the effect of group resistance.

Effect on VSK University	P-Value	$X^2$
Group Resistance	0.02-0.01	24.563

The table indicates that,  $X^2$  is 24.563 and p value is between 0.02 and 0.01 and is less than 0.05. Therefore we reject null hypothesis that is there is an effect of group resistance to change on the university.

**Hc0: There is no effect of organizational resistance on the university****Table 4:-** Chi- Square Test for the effect of organizational resistance.

Effect on VSK University	P-Value	$X^2$
Organizational Resistance	0.05-0.10	-15.234

The table indicates that,  $X^2$  is -15.234 and p value is between 0.05 and 0.10 and is more than 0.05. Therefore we fail to reject null hypothesis that is there is no effect of organizational resistance to change on the university.

The following table ranks the resistances as per Friedman's Test

**Table 5:-** Ranking of Resistances to change.

Resistances to	Mean	Priorities
Individual Resistance	4.75	1 <sup>st</sup>
Group Resistance	4.26	2 <sup>nd</sup>
Organizational Resistance	2.78	3 <sup>rd</sup>

Table indicates that Individual resistance has more effect on the university than Group resistance, but organizational resistance has no effect on the university.

**Discussion:-****Effect of Resistance to change on the University**

The study revealed that individual resistance caused by individual factors and group resistance caused by group factors have effects on the university in terms of reduced morale, increased employee attrition, decreased productivity, low quality of work, broken interpersonal communication, etc. However the organizational resistance has no association and influence on the university.

**Effect of Individual Resistance to change on the University**

Resistance shed by an individual against the changes in the university are profoundable and is due to individual level factors such as traits, values, beliefs, attitude, perception, behavior, personality, etc.

**Effect of Group Resistance to change on the University**

Resistance shed by a group against the changes in the university are also profoundable and is due to group level factors such as group behavior, norms, size, culture, etc.

**Effect of Organizational Resistance to change on the University**

The university has shed no organizational resistance to itself as the structure and methodology remained constraint ever since.

**Conclusion:-**

The study says that there is an association between the resistance to change and effect on the organization and the amount of association in case of individual and group resistance is stronger. However organizational resistance has

no significance in the study due to state structure of the organization. As change is permanent, resistance to change too is permanent. They form two sides of the same coin and hence accepting and acting on them yields better to the organization for its effectiveness.

**References:-**

1. Aldag, R. J., & Stearns, T. M. (1991). *Management*(2nd ed.). Cincinnati, OH: South-Western Publishing.
2. Beer, M., Eisenstat, R. A., & Spector, B. (1990). Why change programs do not produce change. *Harvard Business Review*, 68(6), 158-166.
3. Coch, L., & French, J.R.P., Jr. (1948). Overcoming resistance to change. *Human Relations*, 1(4), 512-532.
4. Dent, E. B. (1997). The design, development and evaluation of measures of individual worldview. Unpublished doctoral dissertation, The George Washington University, School of Business and Public Management.
5. Dreese, M. (1955). Overcoming resistance to change. Unpublished manuscript. The George Washington University, Washington, DC.
6. Dubrin, A. J., & Ireland, R. D. (1993) *Management and organization* (2nd ed.). Cincinnati, OH: SouthWestern Publishing.
7. Flower, O. D. (1962). Overcoming resistance to change [Film]. Beverly Hills, CA: Roundtable Productions.
8. French, J.R.P., Jr., & Zander, A. (1949). The group dynamics approach. In A. Kornhauser (Ed.), *Psychology of labor-management relations* (Proceedings of the September 7, 1949, meeting of the Industrial Relations Research Association, pp. 71-80). New York: Industrial Relations Research Association.
9. Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59-67.
10. Kreitner, R. (1992). *Management* (5th ed.). Boston: Houghton Mifflin.
11. Senge, P. M. (1990). *Fifth discipline: The art and practice of the learning organization*. New York: Doubleday.