

# Employees' Resistance towards Organizational Change

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Date of Submission: 01-05-2023

Date of Acceptance: 08-05-2023

## ABSTRACT

I investigated why employees balk at a change in organizations and discovered that poor communication, a lack of incentives and support, and inhumane changes are the primary culprits. Changes must be communicated to employees, and they must receive the right support and pay. Resistance may also be influenced by a goal conflict between the employer and the labour. I talked about several ideas that provide approaches to diminish goal conflict and lessen resistance. The study sheds light on how resistance to change might be exacerbated by goal conflict. To reduce conflict and decrease resistance, two theories might be applied.

## I. INTRODUCTION

Although organizational change is a crucial component of a company, staff members frequently oppose it. Organizations must comprehend employee resistance to change in order to properly manage and implement it. Some of the main causes of employee resistance to change are inadequate communication, a lack of incentives and support, and inhumane changes. Resistance may also be influenced by a goal conflict between the employer and the labour. This opposition may cause delays, lower productivity, or even the failure to meet organizational objectives. Different theories provide solid foundations for understanding and the provision of solutions to lessen the negative effects and intensity of the conflict in order to lessen its severity and harmonize the goals between the company and the employees. This essay tries to examine the causes of employee resistance to change and offer managers potential solutions to deal with resistance successfully.

## RESEARCH DESIGN AND METHODOLOGY INTRODUCTION

This chapter examines carefully and complete all the verifiable evidence of the data gathered on the evaluation of employee resistance and organizational transformation techniques.

However, the techniques used for sampling and analysis, as well as data collection methods, are the main topics of this chapter.

## RESEARCH DESIGN

Research is a methodical, scientific, and objective inquiry into a topic or issue with the goal of gathering timely and relevant data for management decision-making.

## SOURCES OF DATA COLLECTION

In order to gain a better understanding of the management's and employees' perspectives on the company's goals for change, the reasons why staff members resisted the intended change, and the policies and procedures that the researcher felt were of utmost significance to the study, both secondary and primary data were gathered.

The technique used helps the researcher to find fresh approaches to bringing about and managing change in an organization. Because of this, the author believes that this method adheres to academic standards and is thus a trustworthy method.

## AREA OF STUDY

The Bharti Airtel Limited, Noida, Sec-59, shall be the area of study that is chosen for the purposes of this study. Here, surveys will be given to every customer service agent, and one-on-one interviews will be held with a few managers to understand their perspectives on the change process..

## POPULATION OF STUDY

Employees of the Noida Branch of the company, comprising management and staff from Bharti Airtel Limited, make up the study's population. A population is any group of people or items that make up the study; in this context, it refers to the entire number of that group, whether it be a geographical area or a specialized group; this research work's target population is:

- a. No. of employees = 100
- b. No. of management staff members = 40

**ADMINISTRATION OF INSTRUMENTS FOR DATA COLLECTION**

Personal interviews with employees and select management staff of the organization were employed as data-gathering tools, along with the distribution of questionnaires.

Personal interviews and questionnaires will be the major methods used to administer and gather data. The questions asked during the personal interviews will call for immediate clarifications from the interviewee.

Since the interview does not always ensure standardized (impersonal) responses, the questionnaire has been chosen as the primary tool for gathering data. Second, it gives the responders the freedom and convenience to react when they are not tethered to other obligations. This will give the researcher the advantage of recruiting as many

respondents as necessary to collect enough data for the survey.

Few interview sessions will be held with respondents who are amenable to it whenever possible. Only a few interview questions were created specifically for this purpose. This will only be used informally to inform recommendations for further research.

**SAMPLE SIZE AND SAMPLING TECHNIQUES**

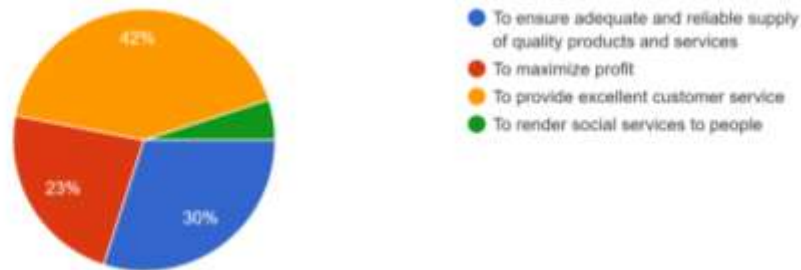
100 respondents were randomly selected from the population; this sample size was chosen for ease of data analysis. To ensure that every person of the largest population has an equal chance of being represented, this sample was chosen at random. Additionally, 40 questionnaires were given out to management staff in order to get their perspective on the matter; the purpose of this was to get an unbiased opinion from them since they were the ones who first proposed the change.

**II. DATA ANALYSIS AND INTERPRETATION**

Analysis of questionnaire administered to employees of the company

Ques 1 What are the aims of your company?

100 responses

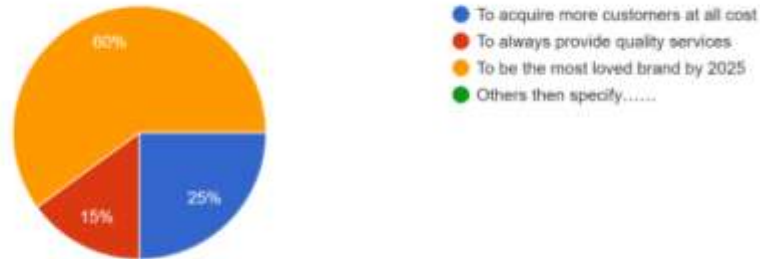


According to the aforementioned graph, 30% of the respondents said that the company's goals were to guarantee a sufficient and dependable supply of high-quality goods and services to her clients. 42% of respondents said that the company's object is to provide excellent customer services, which is the department's primary goal. 23% of

respondents said that the objectives are to maximise profit. The remaining 5% of respondents said that the company's objective is to provide social services to the public.

Ques 2 What are your company's policies regarding customers as the consumer care division?

100 responses

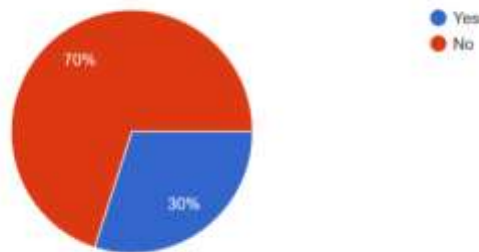


The above graph shows that, out of a total of 100 respondents, 25% said their customer service vision was to increase customer acquisition at all costs, 15% said their company's vision was to always provide quality services, and 60% said their

customer service vision was to become the most adored brand by 2025.

Ques 3 Do you approve organization's current approach to change management?

100 responses

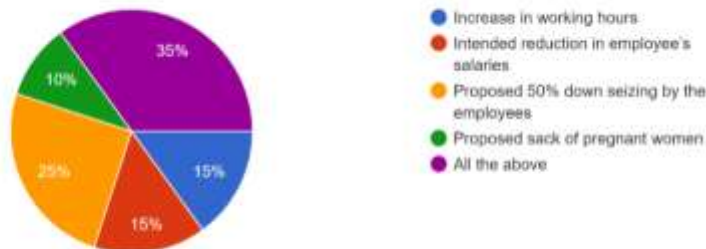


The above graph shows that while 30% of respondents support management's organizational change process, 70% of respondents were vehemently in favour of the change process currently underway in the organization. This suffices to show that the majority of the staff is

opposing the change being introduced in the organization, most especially the way the change is being introduced.

Ques 4: What is the main cause for the workforce opposition to the proposed change?

100 responses



Referring to the graph above, 15% of respondents stated that the planned increase in working hours from 6 to 9 hours was to blame for the resistance to the intended change, and another 15% of respondents thought it was because their

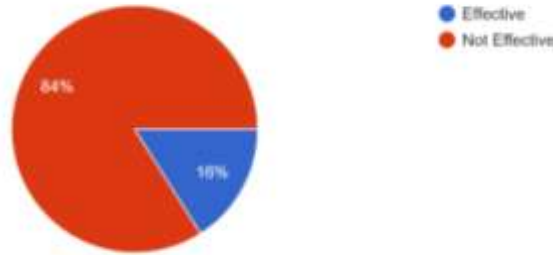
monthly salary would be decreased by 60%. Because the new management proposed a 50% downsizing of the entire workforce in the current economic climate, which was supported by the majority of the employees (35%), 25% of the

employees support the resistance, meaning all of the aforementioned reasons are components of the reasons why the employees resisted the intended

change.

Ques 5: How successful are the change management techniques used?

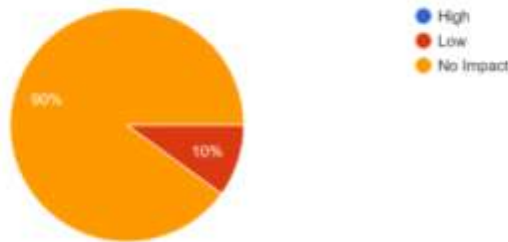
100 responses



According to the graph above, 16% of all respondents said that the change tactics being utilized are effective, while the remaining 84% of respondents said the change techniques are highly

ineffective, totaling 100%.

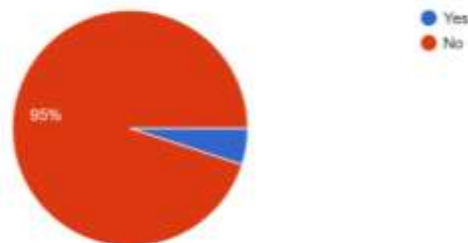
100 responses



The aforementioned graph demonstrates that, as previously stated, the influence of organisational changes is not at all high; 10% of respondents believe it to be low, and 90% believe it to be

completely nonexistent.

100 responses

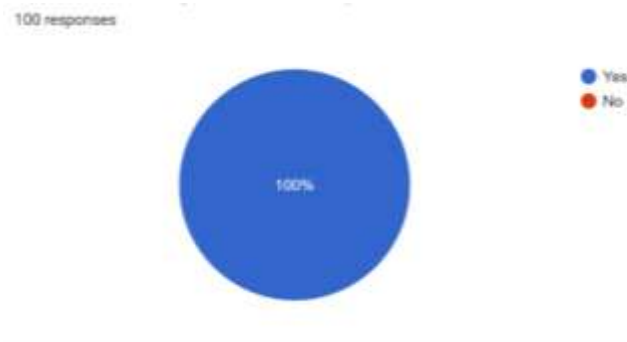


According to the graph above, only 5% of employees thought the change was suitable, and 95% of respondents strongly disagreed with how useful they thought the change would be.

Ques 7: In your opinion, is the modification that Airtel Network Limited is doing appropriate?

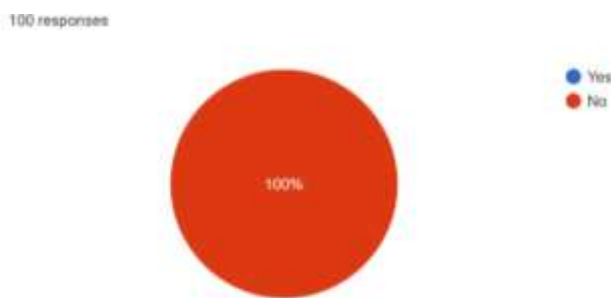
Ques 8: Is the business producing enough money to meet the demands of the workers so that the

targeted modification is not required?



The graph up above demonstrates that everyone who responded agreed that the company is profitable enough to offset the anticipated adjustment.

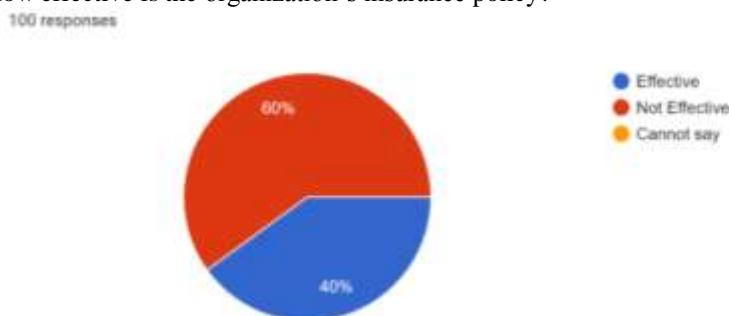
Ques 9: Are steps being taken to address the job's occupational hazards?



The information above demonstrates that despite the risks associated with the profession, the new management still had plans to make changes without taking occupational and health risks into account. None of the respondents thought that

enough precautions had been taken to account for these risks, and all agreed that no precautions had been taken at all.

Ques10: How effective is the organization's insurance policy?

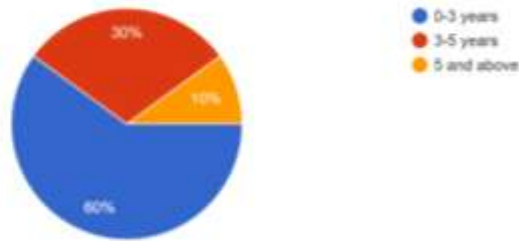


According to the aforementioned graph, 40% of respondents believe that the company's health and insurance plan is effective, while 60% believe it is ineffective.

**Analysis of questionnaire administered to management staff of the company**

Ques 1: How long have you worked as a manager or supervisor for this company?

40 responses



According to above graph, 60% of managers at the company have been there for three years or less, compared to 30% of supervisors/managers and 10% of those who have been there for five years or more.

Ques 2: Are you a part of the change-introducing process?

40 responses



Graph indicates that they are involved in change management process and this is because they are all management staff.

Ques 3: How successful are the adjustments being made within the company?

40 responses

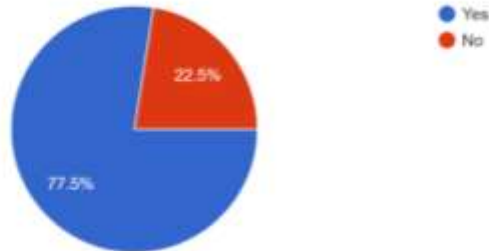


In the aforementioned graph, 37.5% respondents indicated that the changes being made at Bharti Airtel Limited are ineffective, while 62.5% respondents indicated that the management of Bharti Airtel Limited's change management is

effective, indicating that the strategies are effective in their own eyes.

Ques 4: Are Bharti Airtel Limited's organizational change strategies appropriate?

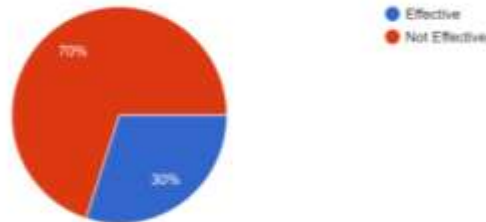
40 responses



Thirty-one (31) out of forty (40) respondents in the graph above say that Bharti Airtel Limited's marketing tactics are effective. Nine of them claim that they are inappropriate.

Ques 5: Evaluate the standard of the goods and services the business has been providing ever since the change was implemented?

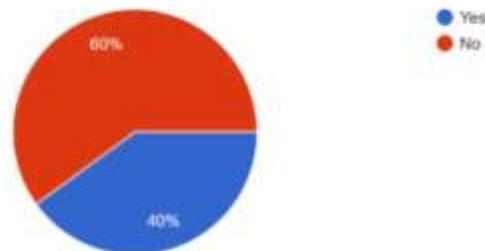
40 responses



According to the graph, out of the management staff who completed the questionnaires, 30% believe that the change has improved the quality of goods and services, while 70% think that since the change was implemented, it has actually decreased

the quality of goods and services.

40 responses

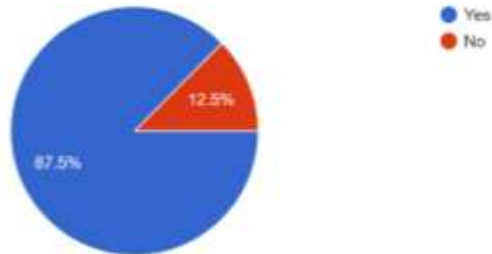


According to the graph, 40% of respondents said that the alteration that was made was justified, while 60% said that it was not.

Ques 6: Do you think the workers uprising against the anticipated change management strategy was justified?

Ques 7: Do you think the business has taken steps to address the risks that could arise as a result of the change being implemented?

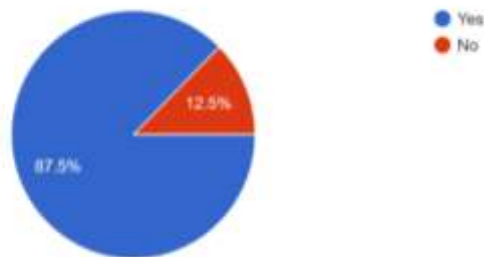
40 responses



In the graph above, 87% of respondents say that the organization has put enough safeguards in place to account for the risks, while 12.5% disagree.

Ques 8: As one of the reasons for employee resistance, do you favour firing pregnant women from your company?

40 responses



As seen in the graph above, 87.5% of respondents said they supported firing pregnant workers because they thought it would slow down

productivity, while 12.5% said they opposed such a tactic.

Ques 9: Was the anticipated change provided with adequate notice to the employees?

40 responses

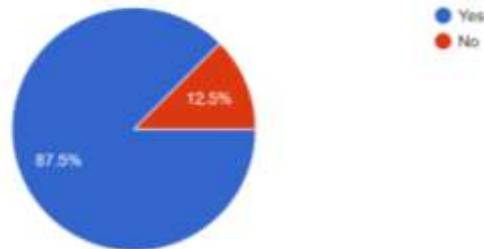


In light of the aforementioned, the respondents claim that the staff members received sufficient notice before the modification was made.

Ques 10: Do you think the upcoming change will benefit the organization as a whole?



-40 responses



According to the above graph, 87.5% of respondents said that they thought the change was being implemented for the company's benefit, while 12.5% of respondents said they did not.

### III. SUMMARY OF THE FINDINGS

On the course of carrying out this study some interesting findings were noted which contribute immensely towards analyzing the main causes of employee resistance towards organizational changes viz:

- i) The employees are strongly not in support of the change process, dynamics of the change, reasons for the change and the method through which the employers went about introducing the change in the organization.
- ii) The measures taken by the management for the introduction of the proposed change was drastic and without proper due process.
- iii) On the other hand, the views of the managers/supervisor varies from the employees, they were more concerned with the outcome of the business rather than their employees, contravening the principle of employee first in an organization.
- iv) The reason for the introduction of the major changes in the organization was not achieved because employees were not properly motivated to effect such changes.
- v) The reason for the resistance was also glaring to some managers who considered it inhuman.

### IV. CONCLUSION

The taking after can be drawn from the consideration:

1. Bharti Airtel Limited's organizational change management efforts have been a resounding failure.
2. As a result of inadequate communication about the change management program, most employees do not have a thorough comprehension of the procedures.
3. The mindset of the workforce is crucial to the success of these change initiatives.

4. The business did not implement sufficient safeguards to address the occupational risks of the projected shift.

5. Not all members of the management team supported the way the change was implemented throughout the firm.

6. The employee's opposition inevitably caused the organization's new products and services to be of lower quality.

7. The primary goal of the reform, which was to improve the standard of services provided to consumers, was unsuccessful because staff members lacked the necessary motivation to bring about such improvements.

### V. RECOMMENDATIONS

Every organization that seeks to achieve its purpose should properly review its change management methodologies when contemplating introducing certain changes. The researcher therefore recommends the following based on our findings:

1. Sufficient preparedness must be done to accommodate all employee resistance without resorting to violence.
2. Group and individual goals should be established for any organizational change process within Bharti Airtel Limited to facilitate motivation for the leader. It is also crucial that these goals are consistent with one another to ensure that everyone is pulling in the same direction.
3. A support team, hypothetically the Roll-out team, should constantly exchange information regarding developments, issues, ideas, and solutions in order to promptly supply the subsidiaries with what they need.
4. The organization needs to give essential acknowledgment; doing so will help increase employee morale and give them a sense of appreciation and belonging. Employees should be informed that a reorganization may be essential for the company to continue operating and to be able to meet its demands soon after the decision to conduct a change program has

been communicated to everyone in the organization.

5. There is also a requirement for a documentation policy. A company can boost efficiency while also reducing costs by identifying places that require additional documentation and locations where redundant documents are produced. Making a documentation policy and managing the process should be one of the organization's top priorities. One document that must be made is a function description that lists the advantages and disadvantages of the change program, as well as what it can do, how it operates, how it resolves issues, and what it can give consumers.
6. Early training, retention, and motivation must be a priority for the company to manage resistance.
7. There should be a way to pass on knowledge from seasoned workers to those taking on new tasks and challenges as a result of the transition; it's crucial to use a variety of techniques.
8. To identify the areas where extra caution should be exercised, a risk analysis must be done. The risk that employees won't know where to find documents is the most important one to be concerned about. To prevent this, the documents must be made accessible and the staff must be told where to go for the relevant information.

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