



NEAR EAST UNIVERSITY

FACULTY OF ECONOMIC AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

RESISTANCE TO CHANGE

GRADUATION PROJECT

GRADUATION PROJECT THESIS (MAN 400)

BY: EMİNE KANSU (20010159)
SUBMITTED TO: Yrd. Doç. Dr. TAHİR YEŞİLADA

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ABSTRACT

Today technology and world is changing so speedily. In order to catch the world and survive in the market companies are trying to change their management or communication style, but what about employees? How will they be affected from those changes? You will find the answer of this and some similar questions in this project.

Many changes efforts fail due to resistance from employees. The purpose of this study is to determine the predictors of resistance to change. The study used the survey method to collect data from a sample of 70 employees who are working at the banks in Nicosia. Organizational change survey, which measures attitudes and perceptions about organizational change, was developed and administered. Job satisfaction, Involvement in the change process, performance measures, having a vision, fear, and rewards were also found to be significant predictors.

CHAPTER I: INTRODUCTION

Change is occurring in all organization today. However, many change efforts fail due to resistance from employees. The purpose of this study is to determine the predictors of resistance to change. The study used the survey method to collect data from a sample of 70 employees at the banks in Nicosia. Organizational change survey, which measures attitudes and perceptions about organizational change, was administrated. Job satisfaction .Involvement in the change process, performance measures, having a vision, fear, and rewards were also found to be significant predictors.

Main subject of the study is to analyze the change processes at banks and the factors that the employees resist most and related topic is resistance to change. Implementing new processes is not easy, because it is a fact that people do not like changes. This study will try to analyze how employees, managers or also customers are affected when there is a change process in the organization. The purpose of this study is to identify the individual and organizational predictors of resistance to change. This study investigates what personality characteristics and what organizational characteristics cause an individual to resist change. This study is the development of survey that can help organizations identify employees who are resistant to change, and this study consist of developing recommendations for the development of change management programs for each of the identified characteristics or situations that lead to the resistance to change. Accordingly, the primary study was organized around the following objectives;

1. Administer the research instrument to a group of subjects to assess their attitudes about resistance to change.

2. To learn whether they have faced any resistance to change or adaptation problems at the bank.
3. Is there any relationship between demographic characteristics (age, gender, tenure, department) of people and reaction of them to resistance to change?

Working through a small change team is more effective. Key leaders related to an issue are best able to strategize, communicate and implement a change. Coordination and promotion is best accomplished through a representative, yet select smaller group. Utilizing problem-solving techniques minimizes poor changes. Good problem solving moves from identifying possible solutions, to selection the best solution.

The old expression is true: "People can adjust to almost anything if it stands still long enough." The problem arises when we make changes in a short amount of time. Some changes are relatively minor and require little effort to implement. Others need careful study and refinement.

Problem Situation

According to rapidly changing technology, companies are trying to transform themselves into a digital firm. It may avoid many problems which are related with communication and help organizations to decrease transaction and agency cost. But it is not an easy task. In order to become a digital firm, we have to make some fundamental changes in the organizations.

The most important changes is about communication, because we begin to use network and computer technology to make data flow among different part of the organizations and make link with over customers, suppliers, distributors...

It is really hard because most of time people resist to changing, and they can't adapt the changes easily. It creates big problems. The problem which I mentioned is the situation that is requiring improvement. The reason is we have already an information system but because of more deficiency it should be improved. And the type of my research is 'applied research' because when there is a fundamental change in organizations most of people resist to change and managers need to find the reason in order to solve it and increase efficiency in the organizations.

Problem Statement

Change is taking place in every organization today. In order for businesses to grow, business processes need changing and not all employees accept change. They tend to be resistant, which can be harmful to any organization. Resistance to change can lead to decreased productivity, high turnover, and low employee morale. Identifying why people resist change will help organizations implement new processes within their organization leading to a more successful business. The ultimate goal of this study is to discover what personality and organizational characteristics predict resistance to change.

Purpose of the Study

The purpose of this study is to develop a survey that would ultimately identify factors that contribute to resistance to change. This survey will aid businesses to discover whether their employees will be acceptant or resistant to potential change within the organization. By recognizing these factors, the organization can more easily implement the change because it will be aware of what characteristics their employees possess that may cause resistance. The goal is to eventually distribute the survey to companies in need of change resistance assistance.

Limitations of the Study

There are several limitations to this research. This study related employees who are working at banks which are only located in Nicosia. So the results of this study will not be generalized at all banks and other sectors in North Cyprus.

Methodology

Sampling method of this study is Convenience sampling because this study require go to the banks which are located in Nicosia to interview with 70 employees in order to get a basic results. For that reason the result of this study can not generalize at all banks.

CHAPTER II: LITERATURE REVIEW

Change is often resisted at both the individual and the organizational level. Resistance to change can take many forms and it is often difficult to point out the exact reason for the resistance. The forces against change in work organizations include; ignoring the needs and expectations of members; when members have insufficient information about the nature of the change (Mullins, 1999). Another word who leads organization tends to be favorably disposed toward change. They see from their perspective, the necessity for it and believe it is best for the organizations. Consequently, although almost any change carries with it the seeds of resistance, managers are often surprised and frequently disappointed by resistance. They should not be. Some degree of resistance may actually be positive in organizational changes, and in some cases resistance may actually be positive in that it highlights important issues that may need more careful consideration (Hitt, Black, Porter, 2005).

Hathaway (2000) said, "As merger keep increasing more and more people are affected by significant levels of change. Add to the merger boom increasing competition, organizational reorganizations and changes in governmental programs, and you will find a rare person not affected by change".

If there is one constant in the business world it is change. Some have speculated that nearly 75% of all American corporations have gone through some type of systematic change program (Attaran, 2000). One area in change literature that has received high interest is the study of why change efforts fail. One common answer is that people-employees, middle managers, or even senior managers-resist change (Post & Altman, 1994).

Kubr (1996) argues that, organizational change is not an end in itself. It is only a necessary means of adjusting to new conditions and sustaining or increasing competitiveness, performance and effectiveness. If an organization can achieve its objectives without disturbing the established product and service lines, practices and relationships, there may be need major changes, at least in the short term.

Smith (2005) argues that change resistance may in some circumstances be a hindrance and an obstacle to achieving effective organizational change. He reveals that, if understood and dealt with effectively, change resistance may also form a constructive part of the process of organizational change management. The importance of a clear understanding of the reasons, underlying change resistance and appropriate and effective responses is emphasized. This paper provides useful information for those wishing to implement organizational change.

The first known published reference to research on resistance to change in organizations was a 1948 study conducted by Coch and French entitled, "Overcoming Resistance to Change" (Bolognese, 1999). Their research was conducted at the Harwood Manufacturing Company. They found that workers were strongly resistant to the new methods that management saw as improved production methods (Coch and French, 1948). Coch and French divided a number of workers whose jobs were about to be changed into three groups. Group one were simply told by management that the change would be made. Group two were told why the changes were necessary and what would be involved and were also invited to choose representatives who would help to devise the retraining program. Group three were told why the changes were necessary and what was involved, but, in this case, the whole group was invited to help to design and plan the new jobs and the retraining. The results showed that groups two and three improved their production, whereas in group one production declined. In Groups two and three there was virtually no turnover and no grievances. In order to ensure that Group's poor

performance was not due to personality or interpersonal factors, Coch and French did a follow-up study some time later, when the workers again had to change the nature of their jobs. This time the Group one workers were treated as those in Group three had been before. Their production and their job satisfaction increased. This study demonstrates that organizational characteristics indeed have an effect on resistance to change. For instance, it showed that being a part of the decision making process, understanding the need of change, and being included on the change implementation increases the openness to change. Because of the success of this study, popularity increased about the subject of resistance to organizational change. In addition to the findings of Coch and French, other organization in which a person works. (Coch and French 1948)

Del Val & Fuentes (2003) examines organizational change, focusing on the distinction of changes according to their scope and presenting a typology of evolutionary and strategic changes. Through empirical research, the paper analyzes the importance the sources of Resistance to change defined theoretically, and considers both types of changes. The article shows, which sources of resistance differ most, according to the scope of change, offering hints about where organizations should pay special attention when initiating a change process.

The new management paradigm states that managing people is about managing feelings. For many people, change is a very personal and emotional issue, and can be difficult, especially when it involves their work environment. Employee's resistance can pose significant obstacles to the planning and development of office space relocation, particularly for projects that attempt to change the way in which people work. The relocation of employees is expensive, in terms of both operational costs and investments. It deals with both the psychological as well as the economic impacts of introducing a change. It is intended to equip

facility managers who are delivering projects to understand not only the change process, but also more importantly, to discern why employees resist change and provide them with a multifaceted approach to facilitating the change process. One key element for managing the resistance to change is the use of effective, ongoing and varied communication vehicles. It includes an inventory of recommended communication tools that have proved to be both effective and successful. It will share experiences through lessons learned; that will demonstrate how 'skipping step' in the process can jeopardize the success of the project. It is hoped to establish that time and resources expended towards the management of the resistance to change estate to time and effort well spent and can make the difference between success and failure. (Laframboise, Nelson, Schmaltz, 2003)

Organizational characteristics can be described as the organization's culture and climate. Organizational culture conveys a sense of identity for members and facilitates a commitment to something larger than self-interest (Robbins & Barnwell, 1994). Organizational climate refers to the quality of an organization's internal environment that influences behavior (Tagiuri & Litwim, 1968). Organizational culture and climate therefore will have an affect on employee attitudes and level of commitment to the organization and an organizational change effort (Hartel & Hay, 2000). Studies addressing resistance to change have found that organizational characteristics do indeed have an effect on an employee's attitudes toward the implementation of change. For instance, Dawson (1994) stated that resistance to change can result from one or a combination of the following factors: substantive change in the job such as skill requirements, reduction in economic security or job displacement, psychological threats, disruption of social arrangements, and lower status. People may become fearful of the new demands that would be placed on them by change. Some may fear they do not have the experience or tools to change the way they do things. In addition, people may feel that change

might ultimately impact their own job security. These factors all stem from the organizational level. Other characteristics that also stem from the organization that increase resistance to change are lack of availability, lack of support, low morale, lack of understanding, lack of modeling, and little opportunity to influence (Stuart, 1995). This tells us that organization's internal environments are not supporting or teaching their employees enough information to motivate them to be open to change. Employees are often threatened by changes in how programs are structured, jobs are performed, and evaluations are conducted (Hartzell, 2003). If management does not take into consideration the feelings of their employees about the change process, their employees will naturally be resistant. Resistance to change means that employees must abandon the attitudes and practices that, in many ways, has led to their current success (Hanson, 2003). When change is implemented within their organization, employees are scared that they do not possess the skills necessary to succeed with the new way of doing things which, in turn, causes them to resist new behaviors and relationships (Hartzell, 2003).

Resistance is an inevitable response to any major change. Individuals naturally rush to defend the status quo if they feel their security or status is threatened. Folger & Skarlicki (1999) claim that "organizational change can generate skepticism and resistance in employees, making it sometimes difficult or impossible to implement organizational improvements". If management does not understand, accept and make an effort to work with resistance, it can undermine even the most well-intentioned and well-conceived change efforts. Coetsee (1999, 205) states "any management's ability to achieve maximum benefits from change depends in part of how effectively they create and maintain a climate that minimizes resistant behavior and encourages acceptance and support".

resistance as intentional acts of commission (defiance) or omission. Shapiro, Lweicki, and Devine (1995) suggest that willingness to deceive authorities constitutes resistance to change.

Piderit (2000, 785) claims that: although these conceptualizations of overlap somewhat, they diverge in important ways. Finding a way to bring together these varying emphases should deepen our understanding of how employees respond to proposed organizational changes. Each of these three conceptualizations of resistance - as a behavior, an emotion, or a belief - has merit and represents an important part of our experience of response to change. Thus, any definition focusing on one view at the expense of the others seems incomplete.

According to Dent & Goldberg (1999, 26), individuals aren't really resisting the change, but rather they may be resisting the loss of status, loss of pay, or loss of comfort. They claim that, "it is time that we dispense with the phrase resistance to change and find a more useful and appropriate models for describing what the phrase has come to mean - employees are not wholeheartedly embracing a change that management wants to implement".

In the 1940's, social psychologist Kurt Lewin first introduced the idea of managing and removing "resistance" to proposed changes occurring within organizations. His early work focused on the aspects of individual behavior that must be addressed in order to bring about effective organizational change. Morgan (1997, 294) states that: Lewin suggested that any potential change is resisted by forces in the opposite direction. The idea is similar to the dialectical principle that everything generates its opposite. But within Lewin's framework, the forces tend to be external to the change, holding situations in states of dynamic equilibrium. His solution was to advocate that successful change rests in "unfreezing" an established equilibrium by enhancing the forces driving change, or by reducing or removing resisting

forces, and then "refreezing" in a new equilibrium state.

The first known published reference to research on resistance to change in organizations was a 1948 study conducted by Lester Coch and John R. P. French entitled, "Overcoming Resistance to Change." Their research, which generated a large body of work on the importance of employee involvement in decision making, was conducted at the Harwood Manufacturing Company, a pajama factory located in Virginia. This study focused on the main questions (1) why do people resist change so strongly? And (2) What can be done to overcome this resistance? (Dent&Goldberg, 1999). In 1950, Alvin Zander wrote, "Resistance to Change-Its Analysis and Prevention." His article made an early distinction between the symptoms of resistance, like hostility or poor effort, and the underlying causes for the behavior. Dent & Goldberg (1999, 33) state, "Rather than providing a systems model, Zander equates resistance in organizations to that of a psychotherapist and a patient. His primary advice for practicing managers is to know what the resistance means, so that they may reduce it by working on the causes rather than the symptoms"

Zander, who was a close colleague of Kurt Lewin and leaned heavily on his work, offered six primary reasons for resistance to surface. (1). If the nature of the change is not made clear to the people who are going to be influenced by the change. (2). If the change is open to a wide variety of interpretations. (3). If those influenced feel strong forces deterring them from changing. (4). If the people influenced by the change have pressure put on them to make it instead of having a say in the nature or the direction of the change. (5). If the change is made on personal grounds. (6). If the change ignores the already established institutions in the group (cited in Dent & Goldberg, 1999, p. 33).

Symptoms are the specific behaviors individuals' exhibit when they are resistant to change. According to Hultman (1995), it is important to distinguish between the symptoms of resistance to change, and the causes behind it. These behaviors fall into two categories -- active-resistance or passive-resistance. Symptoms of active-resistance include finding fault, ridiculing, appealing to fear, and manipulating. Passive-resistance symptoms include agreeing verbally but not following through, feigning ignorance and withholding information.

Hultman (1995, 16) adds, "There is always the danger of identifying a symptom of resistance when you are really looking for its cause. To diagnose the causes, we must understand a person's state of mind. The most important factors that go into a person's state of mind are his or her facts, beliefs, feeling, and values".

The list of reasons why individuals might be resistance to organizational change has grown since Zander's initial six published in 1950. It is safe to assume that any attempts to cover all of them would produce volumes of literature. However, there are several that are quite common and prevalent, which help provide a solid basis to understanding the concept.

Employees resist change because they have to learn something new. In many case there is not a disagreement with the benefits of the new process, but rather a fear of the unknown future and about their ability to adapt to it. De Jager (2001, 24) argues, 'Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we will get from the old to the new, especially if it involves learning something new and risking failure"

Low tolerance for change is defined as the fear that one will not be able to develop new skills

and behaviors that are required in a new work setting. According to Kotter & Schlesinger (1979), if an employee has a low tolerance for change, the increased ambiguity that results as a result of having to perform their job differently would likely cause a resistance to the new way of doing things. An employee may understand that a change is needed, but may be emotionally unable to make the transition and resist for reasons they may not consciously understand.

Folger & Skarlicki (1995, 36) investigated resistance to change as a response to the treatment employees receive in the change process. Specifically they focus on resentment-based resistance -reactions by disgruntled employees regarding the perceived unfairness of the change. They claim that "resent-based resistance behaviors, which can range from subtle acts of no cooperation to industrial sabotage, are often seen by the perpetrators as subjectively justifiable - a way to "get even" for perceived mistreatment and a way for employees to exercise their power to restore perceived injustice"

Paul Strebel (1996, 87), professor and director of the Change Program for international managers at the International Institute for Management Development (IMD), attributes resistance as a violation of "personal compacts" management has with their employees. Personal compacts are the essence of the relationship between employees and organizations defined by reciprocal obligations and mutual commitments that are both stated and implied. Any change initiatives proposed by the organization would alter their current terms.

Personal compacts are comprised of formal, psychological, and social dimensions. The formal dimension is the most familiar. It is the aspect of the relationship that addresses the basic tasks and performance requirements of the job, and is defined by job descriptions, employee

contracts, and performance agreements. Management, in return, agrees to supply the employee the resources needed to perform their job. The psychological dimension addresses aspects of the employment relationship that incorporate the elements of mutual trust, loyalty and commitment. The social dimension of the personal compact deals with organizational culture, which encompasses: mission statement, values, ethics and business practices.

Strebel points out that when these personal compacts are disrupted it upsets the balance, and increases the likelihood of resistance. He suggests that management view how change looks from the employees' perspective, and to examine the terms of the personal compacts currently in place. 'Unless managers define new terms and persuade employees to accept them, it is unrealistic for managers to expect employees to fully buy into changes that alter the status quo'

Kegan & Lahey (2001, 85-88) describe a psychological dynamic called a "competing commitment" as the real reason for employee resistance to organizational change. The change is not challenged, but rather is it resisted, or not implemented at all because the employee faces additional issue or concerns related to the change. When an employee's hidden competing commitment is uncovered, "behavior that seems irrational and ineffective suddenly becomes stunningly sensible and masterful - but unfortunately, on behalf of a goal that conflicts with what you and even the employee are trying to achieve". Competing commitments should not be viewed as a weakness, but as a version of self-protection. If these competing commitments are a form of self-protection, then what are employees protecting themselves from? Kegan & Lahey believe the answer usually lies in what they call "big assumptions" - deeply rooted beliefs people have about themselves and the world around them. Many rarely realize they hold big assumptions because they are woven into the very

fabric of people's existence, and thus they accept them as reality. "These assumptions put an order to the world and at the same time suggest ways in which the world can go out of order. Competing commitments arise from these assumptions: driving behaviors unwittingly designed to keep the picture intact".

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Piderit (2000) points out that what some managers may perceive as disrespectful or unfounded resistance to change might be motivated by an individual's ethical principles or by their desire to protect what they feel is the best interests of the organization. Employee resistance may force management to rethink or reevaluate a proposed change initiative. It also can act as a as a gateway or filter, which can help organizations select from all possible changes the one that is most appropriate to the current situation. According to de Jager (2001, 26), "resistance is simply a very effective, very powerful, very useful survival mechanism".

Folger & Skarlicki (1999, 37) claim "that not all interventions are appropriate as implemented -the organization might be changing the wrong thing or doing it wrong. Just as conflict can

sometimes be used constructively for change, legitimate resistance might bring about additional organizational change".

The process of change is simply moving from the current way of doing things to a new and different way of doing things. Bridges (1991, 3-4) believes that it isn't the actual change that individuals resist, but rather the transition that must be made to accommodate the change. He states, "Change is not the same as transition. Change is situational: the new site, the new boss, the new team roles, and the new policy. Transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal. Unless transition occurs, change will not work".

Morgan (1997, 238) suggests that an understanding of the theory of transitional phenomena would provide valuable insight into organizational change, and why it might be met with employee resistance. This theory "suggests that change will occur spontaneously only when people are prepared to relinquish what they hold dear for the purpose of acquiring something new or can find ways of carrying what they value in the old into the new". In the event that it does not exist naturally, it may be necessary for the organization to create transitional phenomena. This would help in the "letting go" of the current way and moving forward to the new way. Morgan adds, bringing about organization change "can rarely be done effectively by "selling" or imposing a "change package," an ideology or a set of techniques. The theory of transitional phenomena suggests that in situations of voluntary change, the person must be changing in control of the process".

Leon Coetsee (1999, 204) attempts to explain the nature of resistance to change through a continuum model, He states that, "in organizational development literature, acceptance of

change (commitment) and rejection of change (resistance) are typically treated as separate, unrelated phenomena⁷". Through his model, Coetsee argues that they are closely linked in the sense that they represent a polarity, with each being the far end of the continuum. Moving from resistance to commitment is done through sequential phases contained within the continuum.

Subject selection and description

Questionnaires were administered to 70 employees (50.1% female) and 37 (52.9%) respondents were male and 33 (47.1%) were female. The age range was from 21 to 65.

Measures

The questionnaire containing 47 items related to commitment and resistance to change in the study. The items were drawn from the literature and were based on the work of Coetsee (1997) and others. The items were rated on a five-point Likert scale from "1" strongly disagree to "5" strongly agree. Demographic questions included age, gender, and which asked the respondent they worked in the same or different department.

CHAPTER III: METHODOLOGY

Change is taking place in every organization today. A major problem that organizations experience from implementing change is resistance. The goal of this study is to discover what personality and organizational characteristics predict resistance to change. A survey was designed to discover what the predictors are. This chapter discusses how the survey was developed and distributed. Additionally, this chapter offers details about the participants and the settings in which the study took place.

Subject selection and description

Surveys were administered to 70 employees of the banks in the Nicosia. A total 37 (52.9) respondents were male and 33 (47.1) were female. The ages of respondents range from 21 to 60.

Survey Instrument

A survey containing 47 items rated on a 5-point scale was developed for use in the study. The questions were drawn from the themes extracted from the review in the literature, and addressed general areas such as fear, trust, anxiety, communication, job satisfaction, and decision making. All questions were rated on a scale ranging from "1" strongly disagree to "5" strongly agree. Demographic questions were also included which asked the employees what department they worked in, how long they have worked in that department, their gender, and their age.

Data Collection Method

Data collection method is questionnaire. The interview includes 47 statements which are about their opinion about changes. The interview was distributed to the employees of the bank. After that the purpose of the study was described to all employees and asked them to volunteer for the study by filling out the questionnaire. The employees who are working at the bank were so busy for that reason the questionnaire were collected one week later. The total number of surveys administered was 100. A total of 70 surveys were collected.

Data Analysis

All quantitative data was entered in the Statistical Program for Social Science version 13.0 (SPSS) 2006 for analysis. Frequency, T-test, and ANOVA analysis were made.

Limitation

There are several limitations to this research. First, due to the size, location, and type of the organization used for study, it may not be generalize beyond the specific population from which the sample was drawn.

CHAPTER IV: RESULTS

Table 1: Demographic Profile of the Respondents

	n (n=70)	%	Valid Percent	Cumulative Percent
GENDER				
Male	37	52.9	52.9	52.9
Female	33	47.1	47.1	100.0
AGE				
21-30	35	50.0	50.0	50.0
31-40	29	41.4	41.4	91.4
41-50	4	5.7	5.7	97.1
51-60	2	2.9	2.9	100.0
DEPARTMENT				
Credits	15	21.4	21.4	21.4
Accounting	21	30.0	30.0	51.4
Current Account	6	8.6	8.6	60.0
Services	3	4.3	4.3	64.3
Banking	7	10.0	10.0	74.3
Credit cards	5	7.1	7.1	81.4
Cash desk	6	8.6	8.6	90.0
Headquarters	7	10.0	10.0	100.0
TENURE				
1-5	33	47.1	47.1	47.1
6-10	22	31.4	31.4	78.6
11-15	8	11.4	11.4	90.0
16-20	3	4.3	4.3	94.3
20	3	4.3	4.3	98.6

As seen in Table 1; the interview included 70 people who are working at the banks. The table shows the participants in 4 distinct sections which are gender, age, department and tenure.

52.9 % of participants were men and 47.1 % of were women. In second section, the participants whose age between 21-30 was 50.0%, between 31-40 were 14.4%, between 41-50 were 5.7% and between 51-60 were 2.9%.

In third section, there are 8 different kinds of departments which are credits, accounting, current accounts, services, banking, credit cards, cash desk, and headquarters. According to those departments, 21.4% of participants are working in credits department, 30% accounting, 8.6% current account, 4.3% services, 10.0% banking, 7.1% credit cards, 8.6% cash desk, and 10.0% was working in headquarters.

Lastly, According to the tenure, the participant who are at a bank between 1-5 years were 47.1%, between 6-10 years 31.4%, 11-15 years 11.4%, 16-20 year 4.3%, and lastly people who are working 20 year and more than were 4.3%.

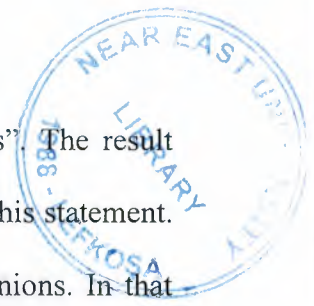
T-test analysis was made to identify whether a significant difference exists according to gender.

Table 2; T-test results in gender

Statements	Mean \pm sd	t	p
S28- The managers and employees are rewarded for taking risks.	M 2.97 \pm 1.28 F 2.33 \pm 1.021	2.29	0.025*
S31- I feel anxious when I can not do things the way I want to.	M 3.76 \pm 1.090 F 3.15 \pm 1.149	2.26	0.027*
S38- the level of individual responsibility in this organization is high.	M 3.54 \pm 1.016 F 3.00 \pm 1.25	1.99	0.050*
S39- New ideas are implemented with seemingly little effort.	M 3.05 \pm 1.56 F 3.82 \pm 1.074	-2.36	0.021*

*P< 0.05

The interview included 47 questions. But only these 4 statements had a significant difference which is summarized in Table 2.



In statement 28, “The managers and employees are rewarded for taking risks”. The result shows that 2.97% of man agreed and in contrast 2.33% of woman agreed with this statement.

So according to this result, there is not a big distinction between these 2 opinions. In that point, again men are more agreed with that opinion than women.

In statement 31, the opinion is “I feel anxious when I can not do things the way I want to”.

The result shows that 3.76% of male and 3.15% of female agreed with that opinion. If women can not achieve anything they do it again and again. In that point men can be angrier than women.

In statement 38, the opinion is “the level of individual responsibility in this organization is high”. The results were 3.54% of man and 3.00 of women are agreed with that opinion. This shows that, in the organization while taking risk and responsibilities, there are high level of responsibilities in this statement. So men are more agree with that opinion than women.

And lastly, the statement 39 is “new ideas are implemented with seemingly little effort”. The results were 3.05% of man and 3.82% of female agreed with the idea. Women can easily adapt with new ideas. And they support this idea. In this statement women are more agreed than men.

Table 3: Correlation Analysis (ANOVA) for Tenure

Statement	Correlation coefficient	p
S3- I am involved with the change process	0.24	0.05
S9- I am certain about the future.	-0.34	0.004
S10- The current changes being implemented have clear business results in mind.	-0.27	0.026
S21- Performance measures are effectively used in the change process.	-0.27	0.025
S33- There is effective levels of communication among the organization.	0.31	0.010
S36- Employees enjoy working in this organization.	0.24	0.048

According to Table 3, 6 statements are chosen from 47 which were determined to have statistically significant differences. The Table is shown that there is a positive relationship between tenure and their opinion about the statements provided in questions 3, 33 and 36. And there is a negative relationship between tenure and their opinion about the statements in questions 9, 10, 21.

In statement 3, the opinion which is asked to the participant "I am involved with the change process". There is a statically significant positive relationship between tenure and being involved with the change process. This shows when tenure increases, then participation for changing process increase.

In statement 9, the opinion is "I am certain about future". The result is negative. It means that when tenure increase then future fears decrease in this statement.

In statement 10, the opinion is "The current changes being, implemented have clear business results in mind". There is negative relationship. When tenure increase the participation about this statement also decrease.

In statement 21, the opinion is "Performance measures are effectively used in change process". The relationship is again negative. This shows when tenure increases they do not think performance measures effectively in change process.

In statement 33, the opinion is "there are effective levels of communication among the organization". There is a positive relationship. When tenure increases the participation of this statement is also increase. There is more participation according to statement 3.

In statement 36, the opinion is "Employees enjoy working in this organization". There is a positive relationship. When tenure increases the participation of this statement is increase.

CHAPTER V: CONCLUSION AND RECOMMENDATION

Conclusion

There is some relationship between demographic characteristics of people and reaction of them to resistance to change.

In this study found that there is a significant difference exists according to gender. And there is a significant difference exists according to tenure.

In the study, it is found that a significant difference is existed in only 4 statements about gender. The most significant gender is on the statement 39, which is "New ideas are implemented with seemingly little effort. In this statement, women were more participative.

According to the tenure, there were 6 significant differences. One of them is "When tenure increase, anxiety of people about the future is decreasing. It was the most negative idea.

One of the objectives is "To learn whether they have faced any resistance to change or adaptation problems at the bank". And this search gave the answer of this idea.

On the table 3, Statements 9, 10, 21 show that employees faced some resistance to change and adaptation problems. Because 9, 10, 21 statements, there is a relationship between tenure and resistance to change.

Finally, gender and tenure are the most significant components.

Recommendation

I can advise to people who will going to do similar kind of research, he/she should make a search on a bank which is in a changing process. Or he/she search a bank which has experienced a changing process. Or they can choose a bank which is going to make some changes in the future and observe it before and after the change.

By the way, I believe that they can get more exact result.

As I mentioned before, I did my research at banks, and now I want to give some advice to bankers which they can benefit;

It is a fact that there is a general idea in the mind of people, which is young people are more easily adapt to new things.

But according to the research result, People who have more tenure can easy adapt to change than other.

It was really hard to make interview with participant, because every minute was so important for people, who are working at the bank. And they can not spend time to fill out interviews, so I distributed the questions them and collected after 1 or 2 weeks later. So I advise to people who will do interview, use the time as effective as they can.

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ORGANIZATIONAL CHANGE SURVEY

Demographics:

Gender _____
 Age _____
 Department _____
 Tenure _____

The following survey items are to be answered using the number scale below which comes closest to your own feelings. Please circle the number in which you agree with most.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neither Agree nor disagree
- 4- Agree
- 5- Strongly Agree

Understand the need for current changes in the organization.	1	2	3	4	5
Am an optimistic.	1	2	3	4	5
Am involved with the change process.	1	2	3	4	5
My needs are considered before change is implemented.	1	2	3	4	5
Have necessary information to support the current changes in the organization.	1	2	3	4	5
Am satisfied with my job.	1	2	3	4	5
Sometimes feel like I will not succeed.	1	2	3	4	5
Senior management is supportive change.	1	2	3	4	5
Am certain about the future.	1	2	3	4	5
The current changes being implemented have clear business results in mind.	1	2	3	4	5
There is always changing process.	1	2	3	4	5
The organization shares a strong sense of urgency to implement change.	1	2	3	4	5
Feel like someone else might take over my job duties if change takes place	1	2	3	4	5
Enjoy going to work everyday.	1	2	3	4	5
The organization's culture emphasizes continuous improvement.	1	2	3	4	5
Feel uncertain about my job when change is implemented.	1	2	3	4	5
Senior management has a vision for the future.	1	2	3	4	5
Am assertive in the workplace.	1	2	3	4	5
Management motivates all employees to be involved in change.	1	2	3	4	5
Feel suspicious about the decision my colleagues make.	1	2	3	4	5
Performance measures are effectively used in the change process.	1	2	3	4	5
Am conservative.	1	2	3	4	5
The change effort is connected to other major events happening in the org.	1	2	3	4	5
Do not like knowing the future.	1	2	3	4	5
The organization and the employees are committed each other.	1	2	3	4	5
Do not think that I will be able to perform well when a change takes place.	1	2	3	4	5
The organization is aware of what the customers need and want.	1	2	3	4	5
The managers and employees are rewarded for taking risk.	1	2	3	4	5
Am conscientious about my responsibilities.	1	2	3	4	5
Am very outgoing.	1	2	3	4	5
Feel anxious when I can not do things the way I want.	1	2	3	4	5
Being innovative and looking for solutions is encouraged.	1	2	3	4	5

There are effective levels of communication among the organization.	1	2	3	4	5
I feel like I am a creative person.	1	2	3	4	5
The organization has successfully implemented a major change in the past.	1	2	3	4	5
Employees enjoy working in this organization.	1	2	3	4	5
I like working independently.	1	2	3	4	5
The level of individual responsibility in this organization is high.	1	2	3	4	5
New ideas are implemented with seemingly little effort.	1	2	3	4	5
Employees work effectively across department.	1	2	3	4	5
I do not trust my manager.	1	2	3	4	5
There is little conflict during the decision making process.	1	2	3	4	5
I do not like changing the way I do things.	1	2	3	4	5
Employees take responsibility for the decisions they make.	1	2	3	4	5
I am usually relaxed at work.	1	2	3	4	5
Employees are willing to collaborate when it comes to making decisions.	1	2	3	4	5
The organization is willing to redesign business process for good of the group.	1	2	3	4	5