

Resistance to Change in the National Company for the Distribution of Electricity and Gas

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Abstract

This study aims to identify the reasons for resistance to change organizational to reduce the resistance of staff to change the company's national distribution of electricity and gas, also aimed to identify the role of the study variables, and to achieve the objective of the study, and after the process of collecting questionnaires are encoded and entered into the computer and processed statistically using the statistical program (spss).

Keywords: resistance to change, reasons for resistance to change

Introduction

Active organizations always in the economic environment and political, social and technical variable and are experiencing variables concrete because of the internal environment that prevailed, and here we are in the process of research into the causes of organizational change and staff resistance to change, and there is great importance to research into the causes of this change rather than search results or methods of treatment, In addition to the administrative organizations must work day to balance the goals of change and objectives of individuals and their attitudes to change, moving towards the target and there is great importance to research into the causes of this change rather than search results or methods of treatment. Where the reasons for the resistance lies in the fear and the feeling at the risk of change with not wanting to change the existing routine and the inability to implement and the fear of losing power, affecting these reasons in increasing the proportion of workers resistance to organizational change. And it must be pointed out that this resistance pose a threat to survival and continuity of the organization's success.

Previous Research

A study by Beer et al., (1990) showed that one of the reasons that drive a change is strong competition. Organizations overcome that by delegating authority, dividing the tasks of work, and reducing bureaucracy.

A study by Kotter, (1996) showed the errors that may cause failure of the efforts to change in the organization, some of these are excessive satisfaction with the current situation, absence of co-operation between management and employees, and lack of vision by management

Bruce et al. (2000) conducted a study that covered deans of American Business administration Schools. This study shows the importance of the factors that drive the organizational change. It discussed also the differences in the perceptions of the respondents from different organizations in private and public sectors, and found out that there is an increasing importance of factors that drive organizational change in future.

A study by Mike et al., (2000) covered (92) managers of (28) British organizations, of which (14) were from the private sector and the same number from the public sector to explore change experience in these organizations. The study found out that there is more pressure to change in public sector units than in private ones.

Objectives Of The Study

- 1 - benefit researchers in the field of the reasons for resistance to change.
2. Identify the causes of staff resistance to change and make recommendations that contribute to overcome resistance to change.
3. Identify the impact of fear of losing power to resist organizational change.
4. Reduce staff resistance to change in the company's national distribution of electricity and gas(sonelagz)

Part 1: Methodology Of The Study

Research Hypotheses:

The study is based on the following hypotheses:

- 1- No effect of the fear of losing power to resist organizational change.
- 2- Does not affect the lack of feeling safe and feeling threatened by change, and change the existing routine. Resistance to organizational change.
- 3- There is no significant relationship between the moral fear of not being able to implement change and not feeling the benefits of change and resistance to organizational change.
- 4- There is no relationship between increased workload as a result of change and resistance to change.

The Study Population, And Methodology

The study population consisted of workers National Company for the distribution of electricity and gas (sonelgaz) in the state of Bechar.

The study is an explorative analytical one which used the systematic data collection and analysis to conclude findings. The researcher designed and distributed 130 questionnaire forms, where he retrieved 120 forms and excluded 10 forms due to the lack of information. These forms represented the population and sample of the study

Data Collection Method

The study tool is a two-part questionnaire designed by the researcher, The first part consists of three questions containing demographic information of personnel, The Second part consist of 19 questions which used for analysis of hypotheses.

All the items were measured using five-point Likert scale ,five points for “**Strongly agree**”, four points for “**Agree**”, three points for “**Undecided**”, two points for “**Disagree**”, and one point for “**Strongly disagree**”.

Data Analysis Methods

- Descriptive statistical techniques to describe the characteristics of the study sample using percentages and frequencies.
- "Five - Point-Likert Scale" .
- The statistical package (SPSS) is used for analyzing data and general information.
- Simple linear regression, and multiple regression, and correlation coefficient and interpretation.

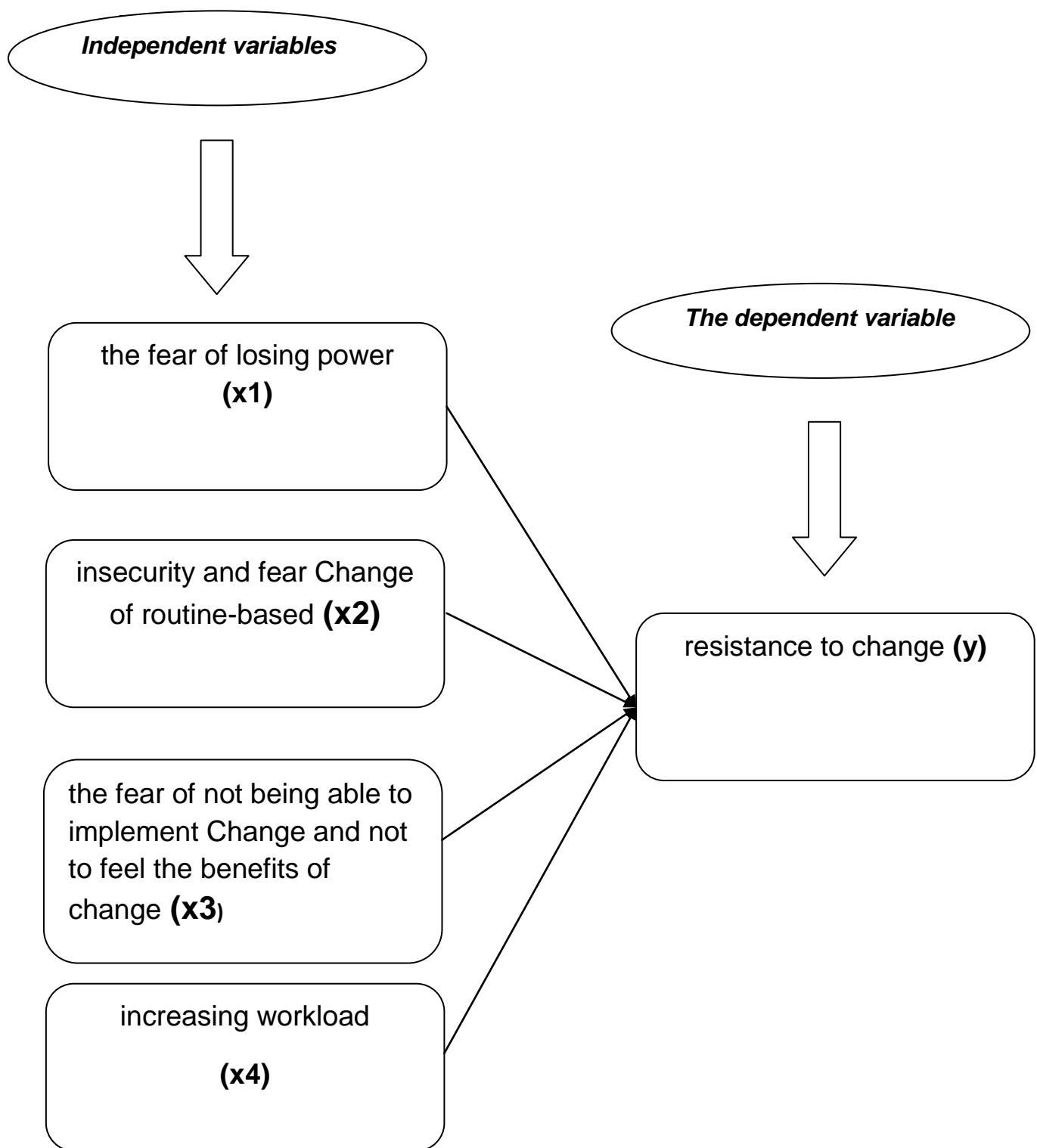


Figure 1. The Conceptual Framework of the Research

Figure 1 shows the search form for this study. Framework assumes that the four reasons for the resistance to change is "the fear of losing power, insecurity and fear of change routine based, fear of not being able to implement the change and not feeling the benefits of the change, the increased workload. In fact, the main objective of this study is to identify the biggest reasons that lead to resistance to change.

Part 2: Theoretical Background

Concept Of Resistance To Change

In order to understand the concept of employee resistance, it is critical to define what is meant by the term resistance. As cited in Dent & Goldberg, 1999:34, Alvin Zander (1950) an early researcher on the subject, defined resistance to change as "behaviour which is intended to protect an individual from the effects of real or imagined change."

Zaltman & Duncan (1977) define resistance as "any conduct that serves to maintain the status quo in the face of pressure to alter the status quo" (cited in Bradley, 2000:76)

Ansoff (1984:388) defines resistance to change as " ... a multi-faceted phenomenon, which introduces unanticipated delays, costs and instabilities into the process of strategic change."

Folger & Skarlicki (1999:36) defines resistance as "employee behaviour that seeks to challenge, disrupt, or invert prevailing assumptions, discourses, and power relations"

Piderit (2000:784) believes that the definition of the term resistance must incorporate a much broader scope. She states that "a review of past empirical research reveals three different emphases in conceptualizations of resistance: as a cognitive state, as an emotional state, and as a behaviour."

Reasons For Resistance To Change

We can say that resistance to change springs from different reasons which can be summed up as follows:

- 1- Personal reasons that include social, economic or emotional ones. An individual is inclined by nature to build social relations with other persons to satisfy some of his needs. A change may constitute a threat to such social relations (French & Bell, 1990). The economic reasons come out of the fear that the change may negatively affect the employees' acquired rights. Emotionally, employees usually have concerns about the unknown.
- 2- Organizational reasons emanating from the fear of employees that the proposed change is not satisfied by the proper organizational preparedness and from the feeling that the required skills needed to implement the change are not available (Zaltman &

Duncan, 1977). Also, they may have concerns about the organizational disorder that may be brought about by the change in the positions existing in the organization; employees resist the change if they find that it threatens their authorities and influence. A weak communications system in the organization is considered to be one of the obstacles on the way of the implementing the change (Zaltman & Duncan, 1977). Kotter & Schesinger (1999) affirm that the inability to apprehend the importance of the change may be a result of the weak coordination between the persons responsible for the change and those who implement it. Lack of trust between the Administration and employees leads to misunderstanding and does not help employees to understand the needs for the change.

- 3- Cognitive reasons which means Lack of perception of the process of change and its importance on the part of employees and absence of the feeling that they need it are obstacles that prevent bringing about the required change. affirms that the lack of sufficient knowledge on the part of employees pertinent to why, when, and how the change can be implemented is considered to be a reason for resisting it. Employees refuse the change out of their belief that their acceptance of it implies that what they were doing was wrong, and therefore they resist the change out of their care to maintain their dignity.
- 4- Moral and cultural reasons which come out of the expectation that the change may be accompanied with a new culture introduced into the organization, a fact that may bring about critical changes in its values, postulates and basic principles.

Take organizational resistance to change many forms, some directly and some indirectly can be identified in the following points:

- The large number of complaints and grumbling.
- Attacking proposals and new ideas and criticism in a negative way.
- Lack of participation in active for change.
- The spread of rumors.
- Non-compliance with the rules and work procedures
- High labor turnover.
- High rates of absence without reason.
- Low productivity rate.
- Increasing organizational conflicts.
- Individual insists that the change is not fair.
- Reduces the individual of the importance of the need for change.
- Individual tries to influence others to stay on the current situation is better than change.

Results Of The Study Data Analysis And Hypothesis Testing

1- Data Analysis

Table 1. Demographic Data of Samples

Variables	Levels	N°	%
Gender	Male	42	35
	Female	78	65
Age	Less than 25 years	4	3.33
	25 to less than 30 years	32	26.6
	30 to less than 40 years	45	37.5
	40 to less than 50 years	30	25
	50 years and over	9	7.5
Marital status	Single	43	35.8
	Married	77	64.1
Qualifications	Secondary	17	14.1
	Diploma	23	19.1
	Bachelor Degree	73	60.8
	Graduate Studies	7	5.83
Work Experience	Less than 5 years	15	12.5
	5 to less than 10 years	45	37.5
	10 to less than 15 years	40	33.3
	15 years and over	20	16.6

2-Reliability

Table (2)

<i>Independent variables</i>	Cronbach's alpha"
First independent: the fear of losing power (x1)	77.1 %
Second independent: insecurity and fear Change of routine-based (x2)	81.7 %
Independent third: the fear of not being able to implement Change and not to feel the benefits of change (x3)	89.7%

Independent of the four: increasing workload (x4)	56.8%
The dependent variable resistance to change (y)	51.2%
all variables a rate	93.3%

Note from Table (2) alpha coefficient greater than the minimum acceptable and is 60% to overall reliability coefficient 93.3%, indicating a high reliability.

Table (3): Mean and Standard Deviation of Questionnaire’s Items

	Arith mean	Standard Deviation
the fear of losing power	3.791	0.641
insecurity and fear Change of routine-based	3.433	0.773
the fear of not being able to implement Change and not to feel the benefits of change	3.702	0.734
increasing workload	3.392	0.676
organizational resistance to change	3.309	0.542

3-hypothesis testing:

Table (4): test result and the first hypothesis is: There is no significant relationship between the moral fear of inability to implement change and not feeling the benefits of change and resistance to organizational change

T table	t calculated	sig	R ²	R	Result
1.96	6.690	0.000	0.528	0.727	Rejected

Notes from Table (4) that there is a relationship of significance between the fear of not being able to implement the change and not feeling the benefits of change and resistance to change organizational and based on the base test the hypothesis, which states refused h0 where sig = 0.000 and is less than the significance level (0.05), as can be seen that there is a strong correlation and also noted the high proportion of the explanation for the independent (the fear of not being able to implement the change and not feel its benefits) and can be explained by this result through to reduce the fear of change and not feel its benefits reduces of organizational resistance to change.

Table (5): a test result and the second hypothesis, which states: does not affect the lack of feeling safe and feeling threatened by change, and change the routine based on the resistance to organizational change

T table	t calculated	sig	R ²	R	Result
1.96	7.317	0.000	0.572	0.757	Rejected

Notes from Table (5) that there is a relationship between a sense of security and sense of danger of change and change routine and between resistance to change and based on the hypothesis testing and which provides for the rejection H_0 where $sig = 0.000$, and is less than the significance level $\alpha (0.05)$, as can be seen that a high correlation and interpretation, that is, the greater the feeling of insecurity and lack of fear of change, the less resistance routine organizational change.

Table (6): The result of testing the third hypothesis, which is concerned with: there is no effect of the fear of losing power to resist organizational change

T table	t calculated	sig	R ²	R	Result
1.96	7.083	0.000	0.556	0.746	Rejected

Notes from Table (6) that there is an effect of fear of losing power to resist change and based on the hypothesis testing and which provides for the rejection H_0 where $sig = 0.00$ and is less than the significance level 0.05 , as can be observed a high level of interpretation and that there strong correlation, meaning no impact to the fear of losing power to resist organizational change where the greater fear than resistance to change.

Table (7): The result of hypothesis testing fourth and which states: There is no relationship between increased workloads as a result of change and resistance to change

T table	t calculated	sig	R ²	R	Result
1.96	4.368	0.000	0.323	0.568	Rejected

Notes from Table (7) that there is a relationship between increased workload as a result of the change and the basis to test the hypothesis, which states refused H_0 where $sig = 0.000$, less than the significance level (0.05) , as can be seen that there is a strong correlation and high interpretation of the independent (increased workload) and this result can be explained by that reducing the fear of increased workload leads to minimize resistance to change.

Table (8): The result of testing the impact of all independent variables in the combined variable of the study

variables	f calculated	t calculated	T table	sig	R ²	R	Result
X1	-	1.536	1.96	0.133	-	-	Rejected
X2	-	2.979	1.96	0.005	-	-	Rejected
X3	-	0.617	1.96	0.005			Rejected
X4	-	2.919	1.96	0.006	-	-	Rejected
Y	25.919	-	1.96	0.000	0.737	0.858	Rejected

Notes from Table (8) sig = 0.000 which is less than the significance level 0.05 and this means rejecting the premise, which include the lack of a relationship between the independent variables combined in subsidiaries, namely that there is a relationship between the independent and dependent variables combined.

Conclusions

After-resolution data analysis the researchers found the following conclusions:

1. That there is a desire among workers in the events of the change process.
2. That provide information and clear and realistic about the process of change contribute to reducing the resistance Staff to change.
3. The presence of adequate training for staff in the use of functional tools and new hardware, and
Choose the appropriate time helps reduce staff resistance to change.
4. That there is neglect of the humanitarian aspects, leading to increase the proportion of staff resistance to change.
5. That there is satisfaction to implement the change because the workers feel that change is the way to get rid of red tape

Recommendations

1. The need to involve employees in the change process and make them an integral part of it.
2. Notice of any change, workers must prepare for the process of change and notice that the process of working Change is in the interest of the company and employees alike.
3. The need to provide all information about the change by opening the door to give the debate to explain Detailed account of the change and what will be accomplished.
4. Discuss all the ideas and concerns about the change.
5. Need to allocate part of the company's funds to make a difference by identifying the needs of Staff to carry out the change as you select the available resources such as help in (Training, tools, experts).
6. Need to focus on aspects of humanity in the application of the process of change

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