

CHAPTER V

REJECTION OF CHANGE

A. INTRODUCTION

In essence, as social beings, humans need people others to live their lives. This means that someone needs other people to socialize and interact. The organization is a place for humans to interact more with each other. Because in an organization a person will carry out many interactions that make it create values and habits that will become important things in the organization itself.

An organization that has been around for a long time will continue to try to maintain its existence in the world it is in. And to develop an organization, managers need information about the state of the internal environment and the external environment of the organization. So that managers can take the right steps in the organizational development process to keep pace with other organizational developments.

In the process of developing an organization, a process will occur can change the circumstances, values, structure and also the state of the organization itself. Organizational changes are substantive modifications to some part of the organization. The change can involve almost all aspects of the organization, such as work schedules, basis for departmentalization, span of management, machines, organizational design, and so on. Changes in the organization get various reactions from its members. Among the several reactions given by members of the organization is resistance to organizational change.

For several reasons considered important by organizational managers, resistance to the organization must be overcome. Cause of resistance to change

organization can disrupt the course of organizational activities as well as performance which is the main reference in achieving the initial goals of an organization. Resistance to change will have an impact with pro-con conflict in response to organizational change.

After following this teaching material, students are expected to be able to understand how to overcome resistance to change. The indicators are students can:

1. Analyze individual level resistance;
2. analyze the resistance at the organizational level;
3. Manage the power of modifiers.

The objectives of learning in this material are:

1. to provide students with an understanding of the possibility of resistance to change at the individual level;
2. to provide students with an understanding of the possibility of resistance to change at the organizational level;
3. to provide knowledge about managing the power of modifiers.

B. REJECTION OF CHANGE

Rejection occurred because of the many goals of stability and continuity in alongside adaptation and innovation, while maintaining a dynamic balance within the organization. So having a bit of resistance to change is not only natural, but also good. But because of the (accelerating) widespread evidence of change, people seem to accept adaptation and innovation. The change is now a permanent and accelerating factor in life. This technological change was immediately accepted by the community because of its real benefits and very few visible negative consequences. Changes that affect social relationships take longer to implement.

If someone does not clearly understand the purpose, mechanism, or possible outcome of a change, then it is very likely that they will

refused. When people are involved in the implementation process, it is important that they understand why the change was made. And if the mechanism of a change is not clearly understood, then the change in the organization cannot be implemented, even though the executor is willing to carry it out.

What determines is certainty about the effect of a change. Speculation and rumors about negative consequences are usually part of the change process. Given at least clear information about what to expect, employees usually assume the worst. The result was a strong resistance to the proposed changes. (Kast, Fremont E and Rosenzweig James E. 2007: 901-902)

Individual behavior and organizational behavior is that the organizations and their members often resist change (to refuse here means to oppose). Viewed from a certain angle, it is positive. That's because resistance provides a degree of stability and predictability with respect to behavior. Resistance to change can also be a source of functional conflict.

It should be noted that resistance to change does not always exist in standardized ways. Rejection or resistance can take shape; overt, implicit, direct, deferred. It is easiest for a manager to deal with resistance when he is open and direct. What is more difficult to manage is implicit or suppressed objections.

C. INDIVIDUAL REJECTION

According to Robbins, individual sources of rejection are found in basic human characteristics or characteristics, for example; perception, personality, needs. Sources of individual resistance to change:

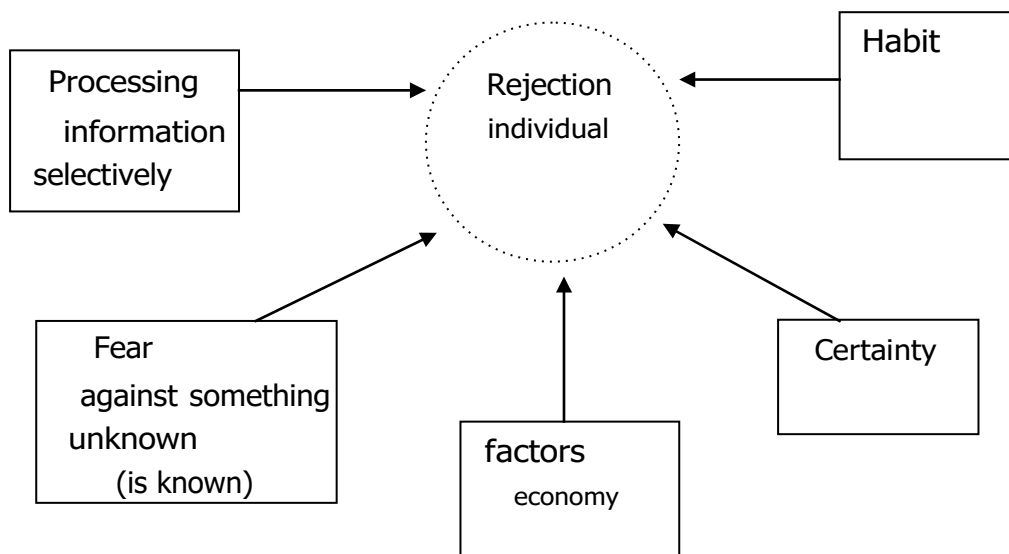


Figure 3. Individual Rejection (source: Robbins, 2004: 264)

There are five kinds of reasons why individuals resist change (Robbins, 1991:640-642 in the book Organizational and Organizing Theory by J.Winardi:2011 236-237).

- Habits (Habits)

As humans, we are creatures bound by habit. Life is already complicated, we don't need to consider all the choices for the hundreds of decisions we have to make every day. In dealing with such complexities, we all rely on habit or programmed reactions. However, when we are confronted directly by change, such a tendency to react in ways we normally do becomes a source of resistance. (Example: when our office moves to another place, various changes occur. This causes us to have to adapt to such changes).

- Certainty (Security)

Humans who have a high need for certainty tend to resist change, because such changes threaten their feelings of security. (example: when car companies introduced robots into their production processes, many employees felt that their jobs were being threatened).

- Economic Factors

Another source of individual resistance to change is concern that the changes will cause income to shrink. Because the symptoms that have occurred lately, namely the monetary crisis and the economic crisis, indeed show feelings of worry like that. This is because many companies have announced a reduction in the salaries of their employees.

Changes in existing work tasks or work routines can also create feelings of economic anxiety, in other words, the people involved feel that they are unable to carry out new tasks or routines. This was done with their previous standards, especially if the payment of salaries or wages, was done with the resulting productivity.

- Feelings of Fear of the Unknown, or the Unknown

The changes that occur cause the substitution of ambiguity and uncertainty with what is known. Employees in organizations also dislike uncertain conditions.

- Selective Information Processing

In general it can be said that individuals shape their world through their perceptions. Once the world is formed, it resists change. Thus the mistakes of individuals are that they selectively process information so that their perceptions

their perceptions remain intact. They want to hear what they want to hear. They ignore information that is different from what they perceive, including information about the need for or the positive benefits of change within an organization.

D. REJECTION AT ORGANIZATIONAL LEVEL

It can be said that the organization has a basic nature, namely conservative. This means that the organization actively resists change. Such symptoms are evident in all types of organizations. For example, it is not difficult to find a government agency that carries out its duties in ways that have been practiced for a long time, even though there have been various demands from the parties it has to serve to change the way it works. Likewise with educational institutions that should be pioneers of change but often show that it is difficult to change. Business organizations also often display the same thing. (Sondang,

2004:79)

Many companies from different countries and government agencies I want to keep doing what I've been doing for years. This is irrespective of whether the need for their services changes or remains the same. Most companies, too, are very resistant to change. There are six kinds of sources that cause organizational resistance. (Katz, ad, 1978:714-715 in the book *Organizational Theory and Organizing* by J. Winardi:2011 237-240).

These sources are as shown in the following figure.

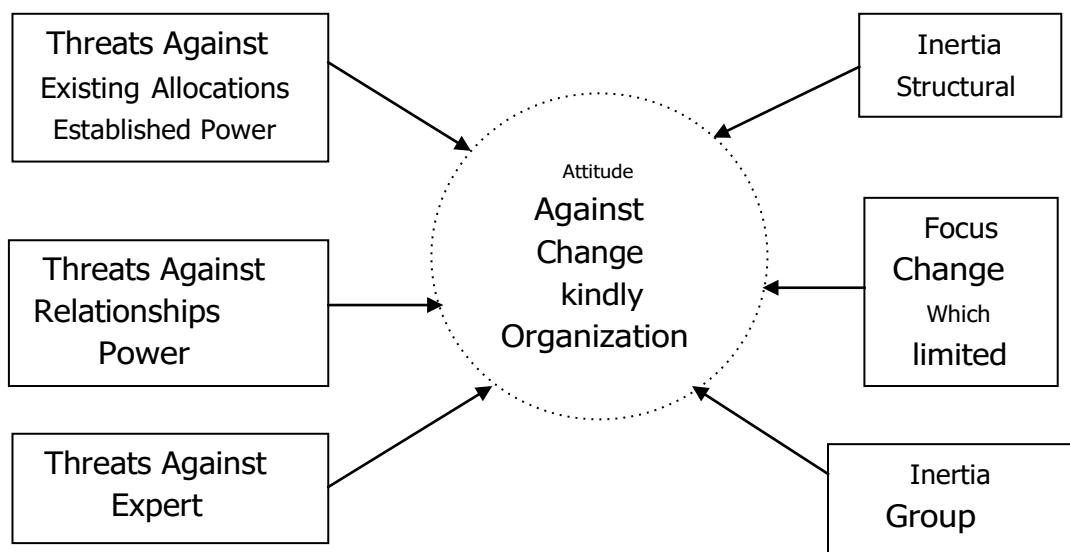


Figure 4. Rejection at the organizational level (source: Robbins, 2004: 271)

- Structural Inertia

Organizations own mechanisms “built-in” For generate stability. This structural inertia arises because the organization has a mechanism for recruiting, placing and training employees which results in stability. The organization selects and chooses people with certain criteria to occupy certain positions. These people are employed, educated and trained and directed to certain specific areas of work.

Training in other socialization techniques reinforces specific role requirements and skills. The formulation provides descriptions and regulations that must be recognized by employees.

The people who are employed in an organization are selected to suit the demands of the organization concerned. When an organization faces change, structural inertia acts as a tool to maintain stability.

- Limited Change Focus

Organizations consist of a number of interdependent subsystems. We cannot change one subsystem, without affecting other subsystems. As an example it can be stated that: if the management changes technological processes without simultaneously modifying the organizational structure so that adjustments occur, then the changes in technology implemented will be less acceptable. Thus we can see that changes limited to subsystems tend to be negated by the larger system.

- Group inertia

Even though individuals want to change their behavior, group norms may become an obstacle to this. A member of the trade union group, may be willing to accept the changes set by the management. However, if a group of workers decides to reject any unitary changes on the part of management, the workers concerned will also follow suit.

- Threats To Experts (Threats To One's Proficiency Or Skills)

Changes in organizational patterns can threaten the expertise of special groups. The point here is that in large organizations, usually there are groups of people or employees who are specialists in their fields. If a change occurs that threatens the existence of the group, they will tend to resist the change planned to occur. For example, it could be argued that the introduction of the personal computer enabled managers to obtain information directly from a basic information source (*mainframes*) company. Why is that? that due to decentralization, the so-called "*end-user computing*" is a threat to the specialized skills of working in centralized information systems departments.

- Threats to Established Power Relations

Any act of redistribution of decision-making authority can threaten the power relations that have long been considered established within the organization concerned. The introduction of participatory decision making or autonomous work teams are examples of change. This is often perceived as a threat to supervisors and middle managers.

- Threats to Established Resource Allocations

Groups in an organization that control large amounts of resources often perceive change as a threat to them. They are satisfied with what is going on and happening. Do the changes that occur, for example, cause a reduction in their budget, or cause their staff to shrink. Those who benefit most from current allocations of resources are often threatened by changes that could affect future allocations.

As in dealing with resistance by individuals, in terms of facing the tendency of resistance to change at the organizational level, consultants and their clients must be able to find the most appropriate type and form of intervention so that the changes to be implemented produce the expected results.

E.MANAGING THE POWER OF MODIFICATION

It has been understood that changing an organization means changing systems, structures and organizational culture that are already in effect towards different standards or levels of work and usually manifest in the form of increasing the effectiveness of the organization concerned, not only in forms that are beneficial internally for the organization such as in terms of improving

the ability to ensure the continuity of its existence, but to adapt to an environment that is frequently moving and very dynamic.

Today more and more managers are increasingly realizing that in order the organization he leads continues to be in a "healthy" condition, the organization must continuously be responsive to developments that occur in its environment. There are even experts who say that for an organization to be in this "healthy" state, moderate changes must occur every year and major changes occur every four or five years. It is clear that managing change is not only a challenge that must be carried out with a high level of effectiveness for the survival of the organization concerned.

Managers in the future will see how important it is for them to bring about change that they will continue to strive to find ways to make changes that are positive and implemented effectively. Experts generally argue that in managing change, five forces need to be taken into account. (Sondang P. Siagian.2004: 84- 85)

First:driving force of change. Experience shows that factor The most important thing to consider is who will act as a driving force for making changes in the organization. The impetus could be top management within the organization, or a manager in a particular functional area, or an internal consultant if the organization already has such a person or an outside consultant hired to carry out activities specifically directed at bringing about change.*Second:rate and scope of change.*Management must decide on the level and scope of change it wants to bring about.*Third:time frame.*The third factor that must be taken into account is the time frame for implementing the change program. Experts generally argue that depending on the conditions of the organization, changes may be attempted gradually. Means it may take up to years.

Much experience has shown that a gradual approach usually guarantees the success of the change program, partly because those who were opposed to it usually change their attitude after seeing the positive results of the change.

Fourth: cultural impact. Both the consultant and the client must realize how important it is to take into account the impact of the changes to be realized on the prevailing system and culture. This means that it is taken into account because the stronger the impact that arises on the prevailing system and culture, the tendency for rejection to arise will also be even greater. As a consequence, the change program will be increasingly difficult to implement.

Fifth: evaluation of changes. Finally a scoring system should be considered. One way is to develop performance standards or levels to measure the level of change that has occurred and its impact on the effectiveness of the organization implementing the change.

F. MANAGEMENT OF REJECTION OF CHANGE

Rejection of a proposed change is an indication to managers that something is wrong with the proposal or an error has been made in its presentation. Therefore managers must determine the real causes of rejection and then overcome them in appropriate ways.

Kotter and Schlesinger put forward six ways to deal with resistance to change, including: (management edition 2, Dr. T. Hani Handoko. 2014: 323-325)

1. *Education and communication.* One way to overcome resistance to change is to communicate planned changes and the need for change as early as possible in the process.
2. *Participation and engagement.* When potential resisters are involved in the design and implementation of change, resistance to change can be reduced or eliminated.

3. *Convenience and support.* Facilitating the change process and providing support to those involved are other ways managers can cope with change.
4. *Negotiation and agreement.* For example, union agreements increase an employee's retirement benefits in exchange for earlier termination.
5. *Manipulation and "cooperating".* Managers can manipulate employees through communicating information effectively or through deliberately arranging sequences of events.
6. *Explicit and implicit coercion.* Managers can force people to accept change by various explicit or implicit threats in the form of losing jobs, delaying promotions, and so on.

G. SUMMARY

Resistance to change in the organization can occur at any level individual and organizational level. According to Robbins, individual sources of rejection are found in basic human characteristics or characteristics, for example; perception, personality, needs. There are five kinds of reasons why individuals resist change, namely; habits, certainty/ security, economic factors, feelings of fear of the unknown, or the unknown, selective processing of information.

While resistance at the organizational level or attitude against organizational change is caused by: structural inertia, limited change focus, group inertia, Threats to Established Power Relations, threats to established resource allocations.

Managers of the future will see so much importance in bringing about change that they will keep trying to find a way

make positive changes and implement them effectively.

H. EXERCISE

1. Write down the factors that cause rejection at the individual level!
2. Write down the factors that cause rejection at the organizational level!
3. Describe the five forces that need to be taken into account in managing change! Answer:

1. There are five kinds of reasons why individuals resist change, namely; habits, certainty/security, economic factors, feelings of fear of the unknown, or the unknown, selective processing of information.
2. Organizational level resistance or resistance to organizational change is caused by: structural inertia, limited change focus, group inertia, threats to established power relations, threats to established resource allocations.

3. **First: driving force of change.** Experience shows that the most important factor to be considered is who will act as the driving force for change in the organization. The impetus could be top management within the organization, or a manager in a particular functional area, or an internal consultant if the organization already has such a person or an outside consultant hired to carry out activities specifically directed at bringing about change. **Second: rate and scope of change.** Management must decide on the level and scope of change it wants to bring about. **Third: time frame.** The third factor that must be taken into account is the time frame for implementing the change program. General experts

argues that depending on organizational conditions, change may be attempted gradually. Means it may take up to years. Much experience has shown that a gradual approach usually guarantees the success of the change program, partly because those who were opposed to it usually change their attitude after seeing the positive results of the change. *Fourth: cultural impact.* Both the consultant and the client must realize how important it is to take into account the impact of the changes to be realized on the prevailing system and culture. This means that it is taken into account because the stronger the impact that arises on the prevailing system and culture, the tendency for rejection to arise will also be even greater. As a consequence, the change program will be increasingly difficult to implement. *Fifth: evaluation of changes.* Finally a scoring system should be considered. One way is to develop performance standards or levels to measure the level of change that has occurred and its impact on the effectiveness of the organization implementing the change.

BIBLIOGRAPHY

Handoko, T Hani. 2014.*Management*. Yogyakarta: BPFE

J, Winardi. 2011.*Organizational Theory And Organizing*. Jakarta: Rajawali Press.

Kast, Fremont E and James E. Rosenzweig. 2007.*Organization and Management*.
Jakarta: PT Bumi Aksara.

Siagian, Sondang P. 2004.*Organization Development Theory*. Jakarta: PT Bumi
Script

Wahjono, Sentot Imam. 2010.*Organizational behavior*. Yogyakarta: Science
Graha. Robbins, Stephen, 2004, Organizational Behavior, Concept,
Controversy, Application, PT Prenhallindo, Jakarta

A LIST OF QUESTIONS

1. State and explain what underlies the emergence of a resistance to individual change?

Answer:

The basis for the emergence of resistance to individual change is:

a. Habit

Humans are creatures of habit, if you have to make decisions every day it will be too complicated. In overcoming these complexities humans rely on habits. But when faced with change, they are reluctant to change habits. Example: if your office moves to a new location and is further away, it tends to change habits such as getting up early, understanding new streets, adjusting to new locations, adapting to new conditions.

b. Security

A person with a high need for security tends to resist change because change threatens their sense of security. Example: if a company implements technological changes by using robots, employees tend to feel worried because their jobs are in danger and their functions can be replaced.

c. Economic Factors

Rejection from individuals also stems from fears of reduced income. Example: changes in employee work assignments and work time systems make employees feel worried about not being able to do new tasks or not meeting standards when wages are linked to productivity or hours worked.

d. Feelings of Fear of the Unknown, or the Unknown

Someone is usually afraid of the unknown / uncertain. The changes that occur cause the substitution of ambiguity and uncertainty with what is known. Employees in organizations also dislike uncertain conditions.

e. Selective Information Processing

Individuals shape their world according to their own perceptions. Individuals tend to limit themselves from information about changes, so that their perceptions remain correct.

2. State and explain what caused the resistance to change to the organization?

Answer:

1. *Structural Inertia*. Organizations usually already have mechanisms or procedures that can produce stability so that employees feel that they are suitable for the conditions of their organization. But if there is a change, then the mechanism will be a counterweight or maintain stability.
2. *Limited Change Focus*. Organizations are made up of interdependent subsystems. If you want to make changes, it's not enough just on one subsystem, but you have to affect it in full.
3. *Group inertia*. There are times, individuals want to accept and make existing changes. But the group in which this individual is usually acts as a barrier to change itself or there is resistance from the group which ultimately makes the individual tend to agree with the group's rejection.
4. *Threats to Experts* (Threats To One's Proficiency Or Skills). Change can threaten some parts

in specialized organizations. Example: a company implements changes to a computerized system that can be accessed by anyone who is afraid it will threaten the computer system as a whole.

5. *Threats to Established Power Relations*. The authority system in decentralized decision-making is a threat to managers who usually have decision-making power.

6. *Threats to Established Resource Allocations*. Groups within the organization that control the most resources tend to resist change. Because it is feared that it will reduce their ability to control these resources again in the future.

3. Mention the factors that are taken into account in managing change!

Answer:

Experts generally argue that in managing change, five forces need to be taken into account. (Sondang P. Siagian. 2004: 84-85)

- 1) *Drivers of change*. Experience shows that the most important factor to be considered is who will act as the driving force for change in the organization. The impetus could be top management within the organization, or a manager in a particular functional area, or an internal consultant if the organization already has such a person or an outside consultant hired to carry out activities specifically directed at bringing about change.
- 2) *Rate and scope of change*. Management must decide on the level and scope of change it wants to bring about.

- 3) *Time frame*. The third factor that must be taken into account is the time frame for implementing the change program. Experts generally argue that depending on the conditions of the organization, changes may be attempted gradually. Means it may take up to years. Much experience has shown that a gradual approach usually guarantees the success of the change program, partly because those who were opposed to it usually change their attitude after seeing the positive results of the change.
- 4) *Cultural impact*. Both the consultant and the client must realize how important it is to take into account the impact of the changes you want to make on the prevailing system and culture. This means that it is taken into account because the stronger the impact that arises on the prevailing system and culture, the tendency for rejection to arise will also be even greater. As a consequence, the change program will be increasingly difficult to implement.
- 5) *Evaluation of changes*. Finally a scoring system should be considered. One way is to develop performance standards or levels to measure the level of change that has occurred and its impact on the effectiveness of the organization implementing the change.

4. Mention and explain how to overcome a resistance to change!

Answer:

Kotter and Schlesinger put forward six ways to deal with resistance to change, including: (management edition 2, Dr. T. Hani Handoko. 2014: 323-325)

- 1) *Education and communication*. One way to overcome resistance to change is to inform about changes that are

planned and the need for change as early as possible in the process.

- 2) *Participation and involvement*. When potential resisters are involved in the design and implementation of change, resistance to change can be reduced or eliminated.
- 3) *Convenience and support*. Facilitating the change process and providing support to those involved are other ways managers can cope with change.
- 4) *Negotiation and agreement*. For example, union agreements increase an employee's retirement benefits in exchange for earlier termination.
- 5) *Manipulation and "cooperating"*. Managers can manipulate employees through communicating information effectively or through deliberately arranging sequences of events.
- 6) *Explicit and implicit coercion*. Managers can force people to accept change by various explicit or implicit threats in the form of losing jobs, delaying promotions, and so on.

5. Knowing that in this modern era and the freedom to access information, change is not possible, to anticipate various resistance to changes that arise, humans think about ways to manage and overcome the resistance that will arise. In implementing a strategy to overcome a resistance to change, how to expedite or minimize the possibility of failure in making changes?

Answer:

1. Growing a very urgent need for change by assessing the conditions and realities of competition, identifying crises that are

faced, discuss it, predict crises and opportunities that might occur in the future.

2. Form a group that believes in the need for change and has the courage and ability to lead change and encourage them to work in teams.
3. Creating a clear institutional vision that shows the direction of change and developing a clear strategy to realize this vision.
4. Communicating extensively and intensively the vision and change strategy through all information channels and cultivating new patterns of behavior through the example of the change agent.
5. Removing obstacles in realizing a new vision, such as: systems and structures that are formed based on old concepts or paradigms.
6. Plan for visible improvements, work hard, achieve improvements and respect the institutions involved in improvement efforts
7. Consolidating improvements, creating changes to other organizational dimensions that are not in accordance with the new vision
8. Explain the relationship between new behavior and institutional success and develop ways to develop and change leadership.