

SOS POLITICAL SCIENCE AND PUBLIC  
ADMINISTRATION  
JIWAJI UNIVERSITY, GWALIOR

MBA HRD IV SEM

PAPER: 404

SUBJECT NAME: MANAGING CHANGE IN  
ORGANIZATION

TOPIC:

ORGANISATIONAL CHANGE – MANAGING RESISTANCE TO CHANGE

# CHANGE

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- Change is alteration of status quo.
- “To alter; to make different; to cause to pass from one state to another; as, to change the position, character, or appearance of a thing; to change the countenance.”
- When you introduce a change to the organization, you are ultimately going to be impacting one or more of the following four parts of how the organization operates:
  1. Processes
  2. Systems
  3. Organization structure
  4. Job roles

# Change



# **RESISTENCE TO CHANGE**

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- Change is always beneficial and difficult to implement.
- It is important for Change to occur continually, For adjusting dynamic forces.
- Resistance to change will be on two main reasons:
  - Social change
  - Change in human relationship with technical change.

# **FACTORS OF RESISTENCE TO CHANGE**

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## 1. Insecurity:

Changes caused due to change in new technology, new procedure, new system causes uncertainty in job which creates employees anxiousness which leads insecurity in job.

## 2. Lack of communication:

If change is not properly communicated to workers it can lead to resistance, a sense of participation helps to reduce in such resistance.

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### 3. Rapidity and extent of change:

If changes are minor the resistance also will be minimal. However if the changes are major such as restructuring of organization, the resistance will be highly visible. Similarly slower changes in process result in slower resistance and vice versa.

### 4. Group Resistance:

Individuals resist to changes if the group he belongs resist it because an individual is supposed to comply group norms and codes in support to group attitudes(eg: trade unions)



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### 5. Emotional Turmoil:

Individuals may resist changes due to past experience where changes doesn't had positive result. and this may also due to misunderstanding, lack of confidence or trust, its important can be misinterpreted.

### 6. Loss of Power and Control:

Some times Changes can reduce power or authority of individuals, group or unit such losses creates resistance. Downsizing of department also create loss of influence for some people.

# MANAGING RESISTANCE TO CHANGE

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## 1. Participation and Involvement:

Participation ensure commitment in implication of changes. Secondly, participation will be easier when individual recognizes his personal benefit to be gained from change

## 2. Communication and Education:

If information is inaccurate and not adequate then it is necessary to educate employees through training classes , meetings and conferences. changes must be communicated clearly without doubt in these meetings.



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### 3. Leadership:

A leader with stronger influence and have command from the members to exert emotional pressure on its followers to bring about the change.

### 4. Negotiation and Agreement:

Negotiation is a technique used to balance the point of difference within parties. Such negotiation happened in bargaining with Labor Unions. In such case individual or group end up in losers as a result of change where individual or group have considerable power to resist.

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### 5. Willingness Of The Sake Of The Group:

Some individuals may be willing to accept changes when group belonging to willing to accept the change. This especially true when the individual has a Continuous Psychological Relationship with Group.

### 6. Timing Of Change:

Timing of introduction of change can have a considerable impact on resistance. Management must be careful in choosing the time when organizational climate is highly favorable to change.

Thank You