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Resistance to Organisational Change: A Case Study of Oti Yeboah Complex Limited

Rosemond Boohene^{1,*}; Asamoah Appiah Williams²

¹PhD, School of Business, University of Cape Coast, Cape Coast, Ghana

²School of Business, University of Cape Coast, Cape Coast, Ghana

Email: asamoahappiahwilliams@yahoo.com

*Corresponding Author.

Address: School of Business, University of Cape Coast, Cape Coast, Ghana

Email: rboohene@yahoo.com

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Abstract

Resistance to organisational change is seen as one of the impediments to organisational expansion and growth due to its negative repercussions. This study therefore sought to investigate the factors that influence resistance to organisational change at Oti-Yeboah Complex Limited. Descriptive survey design was adopted to collect information using stratified sampling and self-administered questionnaires. Descriptive statistics, bi-variate correlation, regression analysis and t-test were used to analyse the data. The results indicated that less employee participation in decision making and lack of trust in management contributed highly to resistance at Oti-Yeboah Complex Limited. In addition, factors such as lack of motivation, poor channels of communication, and information exchange also contributed to resistance. The study suggests that management should encourage employee participation in decision making, build confidence, accept constructive criticism, be transparent and communicate clearly the need for change to employees.

Key words: Resistance; Change; Oti Yeboah Complex

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INTRODUCTION

Organisations operate within an increasingly volatile environment and are in a state of constant change. The pressure to change stems from a variety of internal and external sources such as political, economic, social and technological factors (Boojihawon & Segal-Horn, 2006). Leana and Barry (2000) posit that organizational change is aimed at adapting to the environment, improvement in performance and changes in employees behavioural patterns at the work place. For the sake of survival, growth, and having a competitive advantage, organisations have attempted to anticipate and adapt to changes through strategies including organizational redesign (Greenwood & Hidings, 1988), which often embodies changing the very culture of the organisation (Gilmore, Shea & Useem, 1997).

Even though change is implemented for positive reasons (to adapt to changing environmental conditions and remain competitive), employees often respond negatively toward change and resist change efforts. This negative reaction is largely because change brings with it increased pressure, stress and uncertainty for employees (Armenakis & Bedeian, 1999). According to Judge and Douglas (2009) the reasons for the failure range from a lack of understanding surrounding an organisation's capacity for change to other human factors, such as employee resistance toward organisational change (Martin, Jones & Callan, 2006). In addition, Bovey and Hede (2001) cited numerous studies including one of 500 Australian organisations indicating resistance to change as the most common problem faced by management in implementing change.

Most studies and theories on change initiative, implementation and management have been carried out in developed countries and in other industries. Research on resistance to change in developing countries and in a large wood processing organisation in Ghana, however, is relatively few. This study, therefore, seeks to fill the gap,

by finding out the main factors that influenced employee's resistance to organisational change at Oti-Yeboah Complex Limited at Sunyani.

Oti-Yeboah Complex Limited (OYCL) is situated in Sunyani, and was incorporated as a Limited Liability Company on 31st October, 1986. It employs about 1,600 employees and runs three shift systems (1st shift – 6.00am – 2.00pm; 2nd shift – 2.00pm – 10.00pm and the night shift from 10.00pm – 6.00am). About 33% of the employees are females, and are all casual labourers. From 1986 to 2008, it was operating sawmill and producing processed wood products for both the foreign and the local markets. It has however diversified its operations in 2008, and now produces plywood only due to the depletion of its forest concessions for raw materials. The Oti-Yeboah Complex Limited (OYCL) was selected because the company had embarked on a change process from 2008 – 2010, thus, changing from sawmilling to plywood production. This kind of change affected the strategy, the structure, the culture, the technology, and the work processes of the organization, which eventually brought about employees resisting the change because of certain new roles, redundancy and responsibilities. This led to a series of employee's strikes, boycott and lockouts because of fear of the unknown and possible loss of job. The consequence was production stoppages and paying labour for no job done.

1. LITERATURE REVIEW

Organisational change refers to a “relatively enduring alternation of the present state of an organization or its components or interrelationships amongst the components, and their differential and integrated functions totally or partially, in order to attain greater viability in the context of the present and anticipated future environment” (Ott, 1996). In other words, organizational change can be defined as a reconfiguration of components of an organization to increase efficiency and effectiveness. Resistance to change on the other hand is defined as employees' behaviour that seeks to challenge, or disrupt the prevailing assumptions, discourses, and power relations (Folger & Skarlicki 1999, p.36). Herscovitch, (2003, p.14) also gave a work-related definition of resistance to change as: “Employee action or inaction that is intended to avoid a change and/or interfere with the successful implementation of a change in its current form”. However, for the purpose of this study Oreg's (2006, p. 76) definition of resistance to change was adapted. Oreg defined resistance to change as a “tri-dimensional (negative) attitude towards change, which includes affective, behavioural, and cognitive components”. This definition implies that almost any unfavourable reaction, opposition, or force that prevents or inhibits change, is resistance. Therefore, such resistance needs to be overcome or eliminated (Mabin, Forgeson, & Green, 2001; Piderit,

2000). Other authors, however, believe that resistance to change sometimes is good, because it precludes some of the more positive aspects and intentions. For example, if resistance is properly managed, it helps to challenge and refine strategic and action plans (Mabin et al., 2001), and improves the quality of decision making (Lines, 2004). It can also be a productive response to perceived unethical actions (Oreg, 2006), and it can foster learning among organisation participants (Msweli-Mbanga & Potwana, 2006).

According to Lewin (1951), change occurs in three-steps; unfreezing, moving, and refreezing. Lewin viewed change as deriving from two forces, those internally driven (from a person's own needs) and those imposed or induced by the environment. Figure 1 demonstrates Lewin's 3-Step Model for change.

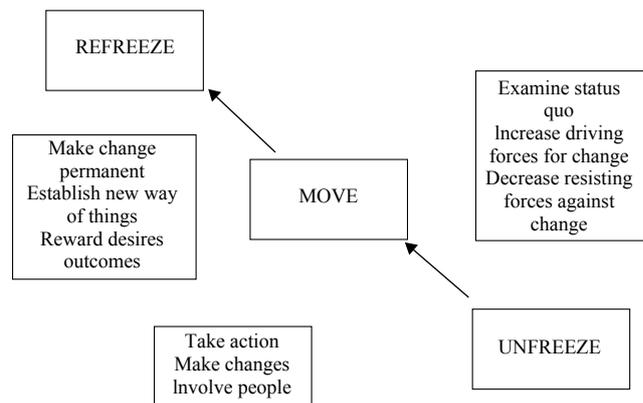


Figure 1
Three-Step Change Model (Lewin, 1951)

The unfreezing step consists of the process of getting people to accept the change. Moving, involves getting people to accept the new, desired state, while refreezing, aims at making the new practices and behaviours a permanent part of the operation or role after the process of implementation has ended (Lewin, 1951). In order to achieve organisational change and to break the state of inertia, change managers and agents should strive to achieve the state of refreezing.

The force-field theory was constructed by Lewin (1958). Lewin defined a field as ‘a totality of coexisting facts which are conceived of as mutually interdependent.’ According to Lewin (1958) “An issue is held in balance by the interaction of two opposing sets of forces - those seeking to promote change (driving forces) and those attempting to maintain the status quo (restraining forces)”. The situation in which drivers for the change and resistance forces are in balance in the organization is called state of ‘inertia’ or ‘equilibrium’ and at this stage, no change takes place. If the organization wants to change, then the accumulated forces for change should be more than the accumulated force for resistance to

change. Change managers should therefore concentrate on decreasing the resistance and increase the forces for change. Figure 2 demonstrates Lewin Force-Field Analysis Model of change.

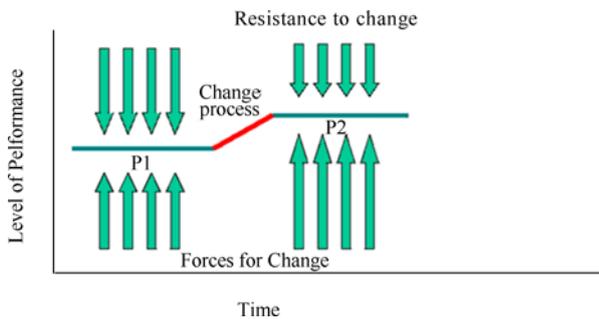


Figure 2
Force-Field Analysis Theory (Lewin, 1958)

An organisation whose performance depicted as level P1 is in equilibrium, and therefore the forces for and against change are the same. However, if the organisation changes its strategies to reduce forces against change, it can lead the organisation to move to level P2 and to increase its performance. Lewin's approach to change, particularly the 3-Step model, has attracted major criticisms. The key ones are that his work assumed organisations operate in a stable state, ignored organisational power and politics; and was top-down approach or management-driven (Dunphy & Stace, 1993). Again, others argued that Lewin's planned approach is too simplistic and mechanistic for a world where organisational change is a continuous and open-ended process (Garvin, 1993). He however contributed to the understanding of individual and group behaviour and the role they play in organisations during the change process (Dawson, 1994).

Various studies have identified participation in decision making, motivation, communication, information exchange and knowledge and trust as some of the factors that influence resistance to change in organisations. The ensuing paragraphs will examine these factors.

One of the earlier works that noted the significance of participation of employees in the change process is the landmark study of Coch and French (1948) on 'Overcoming resistance to change'. Through a variety of experiments at the Harwood Manufacturing Plant, they observed that groups that were allowed to participate in the design and development of change had a much lower resistance than those who did not. Participation in organisational context is defined as the active involvement of employees and management in the decision-making process of an organisation (Chirico & Salvato, 2008). Wagner (1994) stated that participation refers to a process where influence is shared among individuals who are hierarchically unequal. Manville and Oberg (2003) stated that participation is a

means by which employees are given a voice to express themselves. This style of management affords employees the opportunity to gain some control over important decisions and promote ownership of plans for change. Again, McNabb & Sepic (1995) found out that lack of participation was a major cause of disappointing results with organisational change. Employees must believe that their opinions have been heard and given respect and careful consideration.

Motivation generally, is defined as a driving force that initiates and directs behaviour. Kotter (1996) stated that motivation has to do with a set of independent or dependent variables relationships that explain the direction, amplitude and persistence of an individual's behaviour, holding constant the effects of aptitude, skill and understanding of the task, and the constraints operating in the environment. Again, Daniel (2009) suggested that "Motivation depended on the manager, the type of work involved, the resources available, the degree of independence, the compensation, the growth opportunity, and the company culture". He further suggested that self-motivation or personal drive is the core predictor of on-the-job performance. When workers are motivated, it might lead to less resistance towards the implementation of organisational change.

According to Lewis (1999, p. 44) there is an empirical evidence that communication process and organisational change implementation are inextricably linked processes. If organisational change is aimed at changing the tasks of individual employees, then, communication about the change and information to the employees is vital (Robertson, Roberts, & Pores, 1993). Communication is a critical tool in enabling change because it helps to overcome ambiguity and uncertainty and provides information and power to those who are the subject of the change. Wiggins (2009) suggested that communication should be tailored to the stage of change that the employees have reached. For example, after the news of change is delivered, employees need to be given information to tackle their denial. According to Kitchen and Daly (2002) communication is regarded as highly important in the successful implementation of the change processes, because it is used as a tool for announcing, explaining and preparing the change. According to Armenakis and Bedeian (1999) the critical factor influencing change readiness is the change message that is communicated to employees. The change message should address the need for change, the appropriateness of the change, and confidence in the capacity of individuals and the organisation to undertake the change. The message should also indicate that there is top management support for the change, and outline the benefits associated with the change (Armenakis & Bedeian, 1999).

The "information exchanged and knowledge" concept actually addresses the quality of information available

to the employee during the change process. Issues such as “fear of the unknown” and “the inability to see the need for change” are common in resistance to change research (Hickins, 1998; Wienbach, 1994). Without valid and reliable information, employees will resist change in an effort to maintain their commonality and familiarity. Atkinson (2005) suggested that most change programmes fail due to lack of energy devoted to internal public relations to help those affected by change to better understand it. Again, for organisation to be effective, it needs to cultivate an atmosphere of reliable and valid communication, which provides for integration and employee commitment to the organisational goals (Schein, 1980). Frahm and Brown (2007) posited that the flow of information often stops at supervisor level, creating gaps in the information received by lower level staff members and impacting their ability to make sense of the change. Creating an atmosphere that allows exchange of ideas is vital to make logic change clear to all concerned parties. It helps dissemination of ideas about why the organisation needs change and how the targets of change program can be achieved.

According to Rousseau, Sitkin, Burt, & Camerer (1998, p. 395) trust is “a psychological state comprising the intention to *accept* vulnerability based on *positive expectations* of the intentions or behaviour of another”. It has also been defined as “...willingness to increase one’s resource investment in another party, based on positive expectation, resulting from past positive mutual interactions” (Tzafrir & Dolan, 2004). Trust in management involved individuals’ perceived confidence levels in the ability of management to do what is best for the organisation and its members. In the organisational setting, mutual trust has the potential to enhance cooperation (Meyer, Davis & Schoorman, 1995), and increase the sharing of information between employees and managers. Trust, therefore, appears to be an essential intangible resource in organisations, which bonds managers and their subordinates (Tzafrir & Dolan, 2004). According to Dirks and Ferrin (2001), trust between management and employees, is a dominant factor that could influence sense of belongingness in the organization. That trust results in distinctive effects such as more positive attitudes, higher levels of cooperation, and superior levels of performance (Jones & George, 1998; Mayer, Davis, & Schoorman, 1995). Dirks & Ferrin (2001) suggested that trust can work in two ways, as a main effect on workplace outcomes, (such as cooperation and motivation) or as moderator effect, “as it helps the individual assess the future behaviour of another party and/or interpret past behaviour” (Dirks & Ferrin, 2001, p. 461). This means, trust guides the actions of individuals in ambiguous situations; and response to that action. Moreover, Ertürk’s (2008) found out that a trust-based approach to implementing change not only has

the potential to speed up the process, it also decreases the resistance. Ertürk (2008, p. 476) “...examined the combined effects of managerial communication, employee participation and trust in supervisor on openness to organisational change.” His findings indicated that there exist a strong positive relationship between managerial communication, employee participation and supervisory trust as well as between supervisory trust and openness to organisational change. Based on the preceding discussions the following research hypotheses were proposed for testing.

H₁: Employees participation in decision-making will reduce resistance to organisational change.

H₂: The more employees are motivated the less they resist organisational change.

H₃: Improve communication and quality information exchange will reduce employees’ resistance to organisational change.

H₄: Improvement in trust in management by employees will reduce employees’ resistance to organisational change.

2. RESEARCH METHODOLOGY

The research design employed for this study was the descriptive survey. This approach was chosen because the study sought to explain people’s perception and behaviour on the basis of data gathered at a point in time (Bryman & Bell, 2007, p. 56). Furthermore, it has the advantage of producing good responses from a wide range of people. Also it involves accurate and objective collection of data to describe an existing phenomenon (Nwadinigwe, 2005).

2.1 Measurement of the Variables

Participation in this study was measured using 4-items, modified from the seven items construct from Msweli-Mbanga and Potwana (2006) scale. The study variables in the Msweli-Mbanga and Potwana (2006) scale were: access to participation, willingness to participate, and resistance to change. This construct had internal consistency, with Cronbach alpha coefficient of 0.82. In the current study the Cronbach alpha coefficient based on standardized items was 0.84.

Motivation of the workforce is a complex issue comprising a number of interrelated factors which are seen to influence directly the satisfaction of the individual (Haynes-Smart, 2010). Motivation was measured by using sample questions from an 8-items scale of Schneider and Bowen (1993). The Schneider and Bowen (1993) scale had an internal consistency of 0.75. However, in the current study, 9-items were used to measure motivation with a Cronbach alpha coefficient of 0.86. The main variables or factors in the scale were: job satisfaction, role clarity, monetary incentive, employee recognition. The result of Schneider and Bowen (1993) scale was that employees are

not motivated by monetary incentive alone, but requires recognition and job satisfaction. Specifically, Alas and Vadi (2006, p. 49) found that "...employees with higher job satisfaction are more willing to participate in an organisational change process than employees with a lower level of job satisfaction."

The original 4-items informal communication scale produced by Miller, Johnson and Grau (1994) and 7-items by Yeatts and Hyten (1998) scale were used. The two scales had an internal consistency estimate ($\alpha = 0.79$ and $\alpha = 0.82$). However, in the current study 11-items were used to measure communication and quality of information exchange. The instruments had internal consistency Cronbach alpha of 0.86 and 0.87 respectively. With the data analysis, the two variables were combined, due to high collinearity among them. The main variables examined were: channels of communication, communication process, relevance of information, reliability of information, and accuracy of information, opportunity to exchange information. Research conducted by Greasing, (2000) confirms that an open communication policy allows employees to communicate their concerns, dislikes, and acceptance. Open communication also provides management with feedback during the change process. This, in turn, reduces the level of resistance to change.

Trust in management was measured using 6-items selected from questionnaire of 16-items construct by Tzafrir & Dolan's Trust Scale (2004). The internal consistency of Tzafrir and Dolan's Trust Scale was 0.75. However, with the current study the Cronbach alpha coefficient was 0.80.

Resistance to change was measured using 14-items, adapted from Werkman, (2006) scale on barrier to organisational change. The main variables identified in the Werkmans' scale were: advice as intrusion, past experience of the organisation in terms of change, rigid regulations, certainty, organisations status quo, organisations culture, participation, and communication. The construct had an internal consistency of 0.83, however, in the current study, the Cronbach alpha coefficient was 0.84.

2.2 Population and Sample

For the purpose of this study, the target population comprises of individuals employed at all levels within Oti-Yeboah Complex Limited in Sunyani – Ghana. The researcher however, was not interested in casual employees, since they were not regular at work. To be part of the population for the study an individual should have worked as a full time employee with the firm for the past five years in order to capture employees who experience the change process.

As suggested by Israel (1992) many researchers adopt different ways to determine the sample size on the basis of the confidence level and precision required. The sample size was determined by using Krejcie and Morgan's (1970) formula for determining sample size. With the confidence level of 95%, margin of error of 5% and with a targeted

population of five hundred ($N=500$), the sample size was computed as two hundred and seventeen (217). Stratified sampling procedure, which is a probability technique, was used. Stratification was used because of the following reasons: it ensures that the sample is representative of the characteristic used to form the strata. It produces a lower standard error or variability, and thus standard error or estimates, may be reduced. It can also give higher precision with the same sample size, and thus simplifies data collection (Saunders et al., 2007). The stratum was based on departmentalisation and process of work (management, supervisors, security, and direct workers).

2.3 Data Collection

This study was conducted by using data collected from four major stakeholders (direct workers, security, supervisors and management) of Oti-Yeboah Complex Limited. The two data collection instruments used were structured questionnaires, and face-to-face interviews. The questionnaires were self-administered and interviewer-administered since a lot of the employees were illiterates. The responses to the interviewer-administered questionnaires were recorded by the interviewer on the basis of exact answers given by the respondent or interviewee. The face-to-face interview yielded tremendous results and among them are: respondents approach was cordial, and it resulted in the gathering of accurate information, good response rate and questionnaires were completed immediately. However, those who answered the questionnaire themselves, made the process relatively easier, less stressful and it also ensured anonymity.

3. RESULTS AND DISCUSSIONS

A preliminary analysis was carried out to describe the demographic characteristics of respondents. The results are discussed in the next section.

3.1 Demographic Characteristics

With regard to the ages of employees of Oti-Yeboah Limited, the result revealed that majority 140 (70%) of them are young aging between 18 and 40 years. This implies that the organization employs a greater number of youth. It is interesting to note that majority of the respondents 125 (89.2%) out of the 140 youth affirmed to the question they were actively looking for a job outside the company. This confirms the study of Mordant, Gerstein, Keating, & Blake, (1995) which suggested that young workers tend to leave their jobs within the first five years of engagement, if conditions of service or job satisfaction are not met. However, 22 (11%) of the employees were 50 years and above. The mean age of the survey respondents was 37 years, with the youngest worker being 19 years, whilst the older worker was 56 years.

In terms of education, it was deduced that as many as 133 (66.5%) of the respondents had neither formal education nor basic education, while 40 (20%) had secondary education, 20 (10%) had Higher National Diploma, 3 (1.5%) had degree, and 4 (2%) were professionals in Information Communication Technology and Accountancy. Also, the study revealed that more of the employees 167 (83.5%) had worked in the company from 1 – 10 years, 29 of the respondent had worked between 11- 15 years,

and only 4 (2%) had worked in the company from sixteen (16) to twenty (20) years. The study revealed that it was those in the management positions who usually work in the company for longer periods.

3.2 Testing of the Hypotheses

The hypotheses were tested using bi-variate correlation, regression analysis and T-test and the results are presented in Tables 1, 2 and 3.

Table 1
Stepwise Regression of Best Factors (Predictors) that Can Influence Resistance at Oti-Yeboah Complex Limited

Predictors	R ²	R ² Change	Adj. R ²	SSE	Beta (Stand)	F Change	Sig. Change
Part.	.189	.189	.185	9.66	0.45	46.10	0.00
Infor.	.232	.043	-.224	9.42	-0.34	11.06	0.01
Trust	.317	.085	.307	8.91	0.41	24.39	0.00
Comm.	.364	.047	.351	8.62	0.22	14.27	0.00
Motiv.	.393	.030	.378	8.44	-0.18	9.52	0.02

Source: Field data (2011)

Part-	Participation in decision making
Infor-	Information and knowledge exchange
Trsut-	Trust
Comm-	Communication
Motiv-	Motivation

Table 2
A Paired Sample T-Test of the Factors that Influence Resistance at Oti-Yeboah Complex Ltd. (N = 200)

Variables	Mean	SD	T	df	r	Sig (2-t)
Resistance & Participation	29.95	10.70	30.86	199	.435	.000
Resistance & Motivation	29.95	10.70	8.94	199	-.140	.000
Resistance & Communication	29.95	10.70	23.05	199	.204	.000
Resistance & Quality Infor. Exc.	29.95	10.70	22.01	199	-.211	.000
Resistance & Trust	29.95	10.70	20.79	199	.130	.000
	12.95	5.98				

Table 3
Bi-Variate Correlation Coefficients Showing the Relationship Between the Independent Factors and Resistance (N = 200)

Variables	Part.	Quality of Inf. Exc.	Mot.	Comm.	Trust	Resist.
Part.	1.000	-.153*	-.128	.089	-.312**	.318**
Quality Infor. Exc.	-.153*	1.000	.140*	.117	.229**	-.133
Motivation	-.128	.140*	1.000	.166*	.369**	-.252**
Comm.	.089	.117	.166*	1.000	-.081	.138
Trust	-.312**	.229**	.369**	-.081	1.000	.049
Resist.	.318**	-.133	-.252**	.138	.049	1.000

(*Correlation is significant at the 0.05 level (2-tailed) and **Correlation is significant at the 0.01 level (2-tailed)
 (Source: Field data (2011))

The first hypothesis was formulated to examine whether participation can influence resistance to organisational change. The results demonstrated that employees participation in decision-making will reduce resistance to change ($f=46.10, p=.00$). This implies that participation of employees and involvement in decision making process can effectively influence employees' level of resistance to change initiatives. It was also revealed that participation contributed 19% of the variance to resistance. This confirms a study by Pasmore and Fagans (1992) that participation in change has been identified as critical for reducing resistance to change. Allowing individuals to participate in the change process is recognized as one of the most popular strategies undertaken to combat resistance (Chirico & Salvato, 2008), and there is empirical evidence to support the argument that participation in decision making, reduces resistance to change. Again, a paired-sample t-test was conducted to evaluate whether employees' participation in decision making influences resistance to change in organizations. From the output, the mean for resistance ($M = 29.95, SD=10.70$) is significantly higher ($t = 30.86, df = 199, sig. (2-tailed) p > .05$) than that of participation ($M = 8.90, SD = 4.99$). Therefore, there is a correlation between employees' participation in decision making and workers resistance to change in organizations.

The second hypothesis was formulated to determine whether employees' motivation can affect their resistance to organizational change. The study revealed that there is a negative relationship between motivation and resistance ($r=-.25$). The stepwise regression analysis also revealed that motivation contributed 1.7% of the variance to resistance. The implication is that if management fails to motivate employees, it will have negative repercussions on change initiatives in the company. This confirms Herzberg (1968) argument that the satisfaction of the drivers of workers performance by the provision of the hygiene factors and the motivators do not have a positive impact on employees' motivation. However, if employees lack any of these, it influences their motivation negatively. Moreover, a paired-sample

t-test was conducted to evaluate whether employees' motivation influences resistance to organizational change. From the output, the mean for resistance ($M = 29.95, SD=10.70$) is significantly higher ($t = 8.94, df = 199, sig. (2-tailed) p > 0.05$) than that of motivation ($20.17, SD = 5.85$). This means that there is a significant difference between employees' motivation and workers resistance to organizational change. Employees' level of motivation can affect workers resistance to organizational change.

Hypothesis three sought to determine whether proper channels of communication and quality of information exchange can influence employees' resistance to organizational change. The result indicates that there is a relationship between communication and resistance ($r=0.14$). It confirms Oreg's (2006) research that there is positive correlation between individuals who receive information about change and their resistance to change. The stepwise regression analysis revealed that communication contributed 4.4% of the variance to resistance. The implication is that improvement in communication channels will reduce employees' levels of resistance to change initiatives. This confirms studies by Lewin (1958) who believed that open communication channels reduced the levels of resistance to change. Similarly, Applebee et al. (1999) and Greasing (2000) suggested that maintaining open and productive lines of communication improves the level of trust and reduces the amount of resistance to change in employees. Also, a paired-samples t-test was conducted to evaluate whether employees' motivation influences resistance to organizational change. From the output, the mean for resistance ($M = 29.95, SD=10.70$) is significantly higher ($t =23.05, df = 199, sig. (2-tailed) p > .05$) than that of communication ($M = 11.85, SD = 5.85$). It implies lack of proper communication channels could result in employee's resistance to change.

It was also revealed from the results that quality of information exchanged between management and employees has a significant effect on resistance by employees to organizational change. Further, the study revealed a negative relationship between quality of

information exchange and resistance ($r=-.13$). However, a study by Wanberg and Banas (2000) revealed a positive correlation between employees who receive information about change and resistance. The regression analysis revealed that quality of information exchange contributed 4.3% variance to resistance (See Table 1). The implication is that the lack of quality of information exchange can negatively affect employee's levels of resistance to change. This confirms the assertion of Wienbach (1994) that without valid and reliable information, employees will resist change in an effort to maintain their commonality and familiarity. The hypothesis that "Improve communication and quality of information exchange will reduce employees' resistance to organizational change" is sustained. Furthermore, a paired-samples t-test was conducted to evaluate whether employees' motivation influence resistance to organizational change. From the output, the mean for resistance ($M = 29.95$, $SD=10.70$) is significantly higher ($t = 23.05$, $df = 199$, sig. (2-tailed) $p > .05$) than that of quality of information exchange ($M = 10.20$, $SD = 4.91$). There is a relation between resistance and quality of information exchange; therefore, if information flow is poor, it could ignite resistance.

The fourth hypothesis was formulated to determine whether employees trust in management can affect their levels of resistance in the organization. There was a positive relationship between trust in management and resistance ($r=0.05$). Oreg (2006) found out that lack of trust in management had a significant association with all types of resistance. This suggests that some amount of trust in management has an influence on resistance. Trust in management contributed 8.5% to variance to resistance (See table 1). This confirms the research findings which posit that employees, who exhibited high levels of resistance to change, also had low levels of trust in management. Weinbach (1994) suggested that workers who did not have trust in management would resist potential changes. Besides a paired-sample t-test was conducted to evaluate whether employees' motivation influences resistance to organizational change. From the output, the mean for resistance ($M = 29.95$, $SD=10.70$) is significantly higher ($t = 20.79$, $df = 199$, sig. (2-tailed) $p > 0.05$) than that of trust in management ($M = 12.95$, $SD = 5.98$). Management must therefore show transparency and build confidence in employees when the need for change arises.

CONCLUSIONS AND RECOMMENDATIONS

From the results and discussion it is clear that, participation alone may not be enough and therefore all the other factors should be taken into consideration whenever change is envisaged. Organisations must also take steps to develop and maintain a level of communication that engenders trust in management and reduces the level of

resistance to change. The establishment of open and free channels of communication would allow for the dissemination of information and the return of valuable feedback. In addition, management should carefully consider any actions that are perceived to be resistant towards the proposed change initiative, because the actions may well be grounded in the reality that the change initiative is wrong from the initial stage, or is flawed in some way. However, management should not assume that it has crafted the perfect change initiative just because there is no overt resistance to the change initiative. Besides, to effectively adapt to change, most established organizations have a daunting task ahead of them in a variety of operational and procedural areas. Business processes must be redefined and redesigned and adapted to specific geographical and cultural settings. The workforce needs to be retrained to acquire the needed skills and knowledge for the change. The very culture of an organization needs to be reshaped to properly support the new processes introduced. Structures, reward systems, appraisal measurements and roles need redefinition (Bainbridge, 1996). Leadership styles and management procedures must shift and adapt, and ways of relating with customers, suppliers, and other stakeholders need refining. Technological advances and capabilities must be introduced. The successful adaptation to change necessitates "an understanding about how to convert and rebuild from the complexities and legacies of the old, as well as generating new design for the change" (Bainbridge, 1996:12).

Based on the findings, it is suggested that it would be prudent or more appropriate for change managers to choose a participative change approach. Power strategies or authoritarianism cannot enforce compliance, but evoke resistance. Systematic change is only mildly related to positive outcome evaluations and results in scepticism when combined with good strategies. Organizations differ in their contexts and problems, and require a context-specific approach to deal with employee's resistance to organisational change. Allowing individuals to participate in the change process would be a critical ingredient to the success of change. Utilizing the strategy of employee involvement not only enhances two-way communication within the organization, but sends a clear message to employees that they are valued and that the organization trusts them enough to be included in the decision-making process. Management should build a coalition of supporters for any change initiative envisaged by identifying opinion leaders and encourage them to support the change at all levels. This will make the implementation of the change easier and successful, since the process of participation and decision making, will let them to take direct ownership of the change process. Moreover, reward and discipline (carrot and stick) should be used as tools to achieve the organizational change. These two primary tools for controlling employees:

reward and disciplinary systems, are critically important in the organizational change processes. The reward systems can be used to generate and leverage change by valuing specific outputs, behaviours and values. Reward systems such as special incentives, finding new heroes, increase in salaries, and award of bonuses and so on, can be an effective way of signalling management's commitment to change. Motivation during a change initiative is about rewarding the right behaviours. However, disciplinary approaches (coercive measures) such as threatening employees with loss of jobs or promotions or by firing or transferring them can be used to overcome resistance to change when management has given clear message of the need for the change and has involve the employees. However, this approach should be used sparingly since, this approach can create anger in the people and accordingly, the change may be sabotaged.

Similarly, communicating the need for the change to employees by offering external information about the rationale for the change could be the first powerful step in regaining credibility. Communication should also be fostered in an opened environment, which ensures bottom-top approach, where individuals are able to share their concerns, frustrations, and needs without fear of retribution, but not top-bottom approach always. Moreover, there is the need for management to ensure the understanding of the change, and provide clear or unambiguous and appropriate details to ensure that individuals understand the change, how it influences them, and what is expected of them. To ensure that employees have access to quality of information exchange, management should explain why the change is necessary, thereby creating employee's readiness for the change. Management should therefore, explain the merits and demerits of not embarking on the change. When change is ongoing, management should show 'small-wins' which will build assurance within the employees. There is also the need for management to develop confidence and trust in the employees as a long-term endeavour. Management should create an atmosphere for constructive criticism and should be willing to revise the change programme if appropriate; transparency and clear articulation of the need, benefits, and motivations behind change. Management or change agents should encourage collaboration, facts, and logic in managing while avoiding the use of power and coercion. Management should develop quality manager-employee relationships and employee development opportunities to determine how they can be improved in a meaningful way.

Finally, managers must combine a number of approaches based on a careful analysis of the situation and as part of a clearly considered strategy. These approaches include education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-optation, and explicit

coercion.

LIMITATIONS AND DIRECTIONS FOR FURTHER STUDIES

Organizations will always undergo some form of changes in their operations to cope with modernity. The result of the study suggests that participation and lack of trust in management are very critical as well as quality of information, communication and motivation. These variables accounted for 39.3% of the factors that contribute to resistance at the Oti-Yeboah Complex Limited. This presupposes that there are other factors which account for 60.7% of the unexpected or un-research factors which could affect or influence resistance. Further studies could be carried out to include those factors not included in this study. This research also considered only a single organisation located in one Region of Ghana. Other researchers may include multiple organisations in other geographical areas of Ghana.

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