
**RESISTANCE TO CHANGE:
A COMPARISON BETWEEN CAUSES OF RESISTANCE, GENDER AND
EMPLOYMENT LEVEL**

By

WASEELA VALLY

Submitted in partial fulfilment of the requirement of the degree of

MASTER IN COMMERCE (MANAGEMENT)

**In the Management Division, School of Economics and Management,
University of KwaZulu Natal**

January 2005

Acknowledgement

I would like to thank some special people who gave me their support and help during the course of my dissertation.

To my parent, Yunus Cassim Vally and Seyeda Vally for all their support and encouragement they have given me. Without their support this would not have been achieved.

To my siblings Suraya, Shueyb and Waseem Vally for all their guidance and advice provided during the course of the dissertation.

A special thanks to my fiancé, Shiraz Adam for all his support and encouragement he has given me.

Finally, my thanks goes to Ms D Pillay for her continuous support, invaluable professionalism and patience, she had given me during the writing up of this dissertation.

096611

Synopsis

The most important component of change management is the employee's endorsement or "buy in" of the new process. Many managers underestimate this aspect (Wilbur, 1999:12). Developing new processes and systems are relatively easy compared to "changing behaviour and managing people's emotional responses..." (Wilbur, 1999:13)

As common as change is in today's organizations, employees still do not like it, and display amazing resistance. The purpose of this study is to investigate the causes of resistance to change that affects males and females in junior and management level in an organization.

It is hoped that the results obtained from the study will provide a greater understanding of the causes of resistance that affects employees' in an organization. Furthermore, to understand if causes of resistance affect the genders, i.e. if certain causes of resistance affects females more than males.

Table of Contents

Chapter One: Introduction.....	1
1.1. Background of the Study.....	1
1.2. The Problem Statement.....	3
1.3. The Objective of the Research	3
1.4. Delimitations and Limitations of the study.....	4
1.5. Importance of the Study	4
1.6. Ethics.....	4
1.7. Structure of the Dissertation.....	5
Chapter Two: Review of related literature	6
2.1 Introduction.....	6
2.2. Literature Review	7
2.2.1. Early Research.....	8
2.2.2. The importance of the area being researched	9
2.2.3. The Causes of Resistance to Change	10
2.2.4. Overcoming Resistance to Change.....	22
2.2.5. The relationship between the literature and the problem statement.....	34
2.3. Conclusion	35
Chapter Three: Research Methodology.....	36
3.1. Research Design	36
3.2. Sample.....	37
3.2.1. Target Population	37
3.2.2. Sampling Issues.....	38
3.3. Measuring Instruments	38
3.3.1. Causes of Resistance to Change and Overcoming Resistance to Change	39
3.3.2. Number of Items.....	39
3.4. Procedure.....	40
3.5. Statistical Analysis	40
3.5.1 Cross Tabulation.....	40
3.5.2. Chi Square	41
3.6. Conclusion	41
Chapter Four: Results of Study	42
4.1. Analysis of Data.....	42
4.1.1 Demographic Profile of the Sample	42
4.2. Results of Data.....	43
4.2.1. Analysis of Causes of Resistance to Change.....	44
4.2.2. Analysis of Overcoming Resistance in Junior Level Employees	45
4.2.3. Analysis of Overcoming Resistance in Management Level Employees	46
4.2.4. Cross Tabulation.....	46
4.3. Conclusion	86

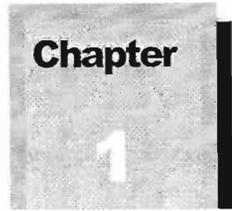
<i>Chapter Five: Conclusion/Discussion</i>	87
5.1. Introduction.....	87
5.2. Addressing the Research Question.....	89
5.3. Implications, recommendations and limitations	91
5.4. Areas for future research	92
5.5. Conclusions.....	93
<i>Bibliography</i>	94
<i>Appendix A: Research Instruments</i>	99

List of Tables and Tests

<i>Table 1: Resistance to Change: Causes</i>	11
<i>Table 2: Males and females in organizations</i>	34
<i>Table 3: Descriptive Statistics of the Sample</i>	43
<i>Table 4: Descriptive Statistics of Causes of Resistance to Change</i>	44
<i>Table 5: Descriptive Statistics of Overcoming Resistance in Junior Employees</i>	45
<i>Table 6: Descriptive Statistics of Overcoming Resistance in Management</i>	46
<i>Table 7: Cross Tabulation between Causes of Resistance to Change and Gender</i>	47
<i>Table 8: Cross Tabulation between Causes of Resistance to Change and Employment Level</i>	57
<i>Table 9: Cross Tabulation between Strategies to Overcome Resistance to Change in Employees and Gender</i>	68
<i>Table 10: Cross Tabulation between Strategies to Overcome Resistance to Change in Management and Gender</i>	74
<i>Table 11: Cross Tabulation between Strategies to Overcome Resistance to Change Employees and Employment Level</i>	78
<i>Table 12: Cross Tabulation between Strategies to Overcome Resistance to Change in Management and Employment Level</i>	81
<i>Test 1: Chi-Square Tests on Resistance to Change and Gender</i>	52
<i>Test 2: Chi-Square Tests on Resistance to Change and Employment Level</i>	63
<i>Test 3: Chi-Square Tests on Overcoming Resistance to Change in Employees and Gender</i>	71
<i>Test 4: Chi-Square Tests on Overcoming Resistance to Change in Management and Gender</i>	76
<i>Test 5: Chi-Square Tests on Overcoming Resistance to Change in Management and Employment Level</i>	84

List of Figures

<i>Figure 1: Determining the Bargaining Zone</i>	30
<i>Figure 2. Likert Scale</i>	39



1.1. Background of the Study

More than a generation ago, successful managers valued stability, predictability and efficiency achieved through economies of large size. But many of yesterday’s “star” organizations have faded because they did not adapt to what was happening around them.

Organizations have moved from an era in which large portions of the workforce were middle-aged men to an era of diversity. Therefore, today’s workforce doesn’t look, think or act like the workforce of the past. This is mainly due to change in the workplace (Gibson, Ivancevich and Donnelly, 2000). In today’s economy, change is all - pervasive in organizations. Change happens continuously, and often at rapid speed. Thus, change has now become an everyday part of the organizational dynamics (Bolognese 2002:1). Organizations have to be lean, fast and flexible. They are dedicated to quality, organize work around teams, create ethical work environments and minimize hierarchical overhead when facing change (Gibson, Ivancevich and Donnelly, 2000).

Kemp (2000:1) views change as “An alteration, substitution or differing from the way things have been done in the past.” In the management of change, the manager is confronted with a paradoxical situation. Managers are responsible for changes that occur in the organization and its environment. Simultaneously, managers must produce a sense of stability within the organization since employees must know what to do, what to expect and how success will be measured” (Kemp, 2000).

The term Change Management is a management process that is used to ensure system changes can be implemented with minimum or acceptable levels of risk. Change Management can be used for any changes that may impact on the service of an organization. (Frenzel, 1999)

Change is inevitable therefore it is something that all businesses must come to terms with, many businesses today have not and if they have, then more than likely, they are not using a change management process to embrace change.

Change management is a management technique, and like other management techniques, it can be used to plan, co-ordinate, and handle any system changes that could disrupt every day business of an organization (Frenzel, 1999). The deficiency of change management processes in organizations today must also be realised in order to prepare and plan to keep up with the times.

The effectiveness of any organization is influenced greatly by human behaviour. People are a resource common to all organizations. One important principle is that each person is different. Each person has unique perceptions, personality and life experiences. People have different ethnic backgrounds, different capabilities for learning and for handling responsibility, and different attitudes, beliefs and aspiration levels (Gibson, Ivancevich and Donnelly, 2000:7).

Due to these differences each person perceives change differently, some people deal very well with change and thus adapt quickly to any new situation. Other people do not find this easy at all, and therefore resist any changing situation that might occur (Martins F.J.C). Employees who resist change can actually cripple an organization (Bolognese 2002:1).

Resistance is an inevitable response to any major change. Individuals naturally rush to defend the *status quo* if they feel their security or status is threatened. Folger & Skarlicki, 1999 (cited in Bolognese 2002:1) claim “organizational change can generate scepticism and resistance in employees, making it sometimes difficult or impossible to implement organizational improvement.”

The reason for why resistance occurs is as complex as the people who bring them about. There is no formula for identifying the causes of resistance, if that were the case, and then managers would simply look up the causes and impede their occurrence by avoiding the situations that cause them. Being a manager involved in change management means that the manager needs to understand how human

behaviour works, as this will assist them to be sensitive to employees' needs and also this knowledge will assist them to devise strategies that do not just cure the resistance, but get to the root of the problem (Spiegelman B.M., 1996).

Therefore, resistance is one of the most important change factors with which management must deal with. It shows itself in many different ways; and it undoubtedly has many different causes. When management attempts to initiate change, they may quite intentionally develop conditions, which seem like serious threats to many individuals and groups in the organization (Johns R., 1963).

1.2. The Problem Statement

To distinguish the causes of resistance that affects gender.

- The most important causes of resistance that affects the organization;
- The causes of resistance that affects junior employees and management;
- The attitude of employees towards overcoming resistance to change.

1.3. The Objective of the Research

The purpose of this study is to investigate the causes of resistance to change that affects males and females in junior and management level in an organization. The main research objectives can be defined as follows:

1. To determine the most important cause/s of resistance that occurs within individuals in the organization.
2. To establish which causes of resistance affects more on males than compared to females.
3. To establish a difference between junior level employees and management in causes of resistance to change.
4. To reveal the employees' and management attitudes on overcoming resistance to change.

1.4. Delimitations and Limitations of the study

The study will be conducted in the commerce industry. This organization is currently undergoing a structural change process. The sample will be selected from the employees' that are currently being employed by this organization. Therefore, this will be limited with respect to generalizing the causes of resistance that influence the male and female gender as the sample is not representative of the entire population.

1.5. Importance of the Study

It is hoped that the results obtained from the study will provide a greater understanding of the causes of resistance that affects employees' in an organization. Furthermore, to understand if causes of resistance affect the genders, i.e. if certain causes of resistance affects the females more than the males.

Finally, to understand the employees' viewpoint about what should be done to overcome or decrease the resistance to the change. The finding of this study is used to test the consistence of literature.

1.6. Ethics

The study will be guided by fundamental ethical considerations. Participants in the study were not be forced or coerced into answering the questionnaire, but were given the option of refusing to participate in the survey. Significant /relevant candidates were approached well in advance with a basic overview of what the researcher hopes to accomplish. Time was for participants to contribute and make suggestions, which could assist in the study. The participant's rights to confidentiality were observed.

1.7. Structure of the Dissertation

Chapter One has provided the introduction to this dissertation by examining what constitutes Resistance to Change, and outlining the problem, to be discussed. It focused on the objectives and research questions and pointed out the importance of the issues to be dealt with.

Chapter Two will concentrate on developing the conceptual framework against which the research questions are explored. Previous empirical studies on Causes of Resistance to Change and Overcoming Resistance to Change will be discussed in order to ascertain the variables to be considered for the purpose of this study.

Chapter Three describes the way in which the research is undertaken. The method of research, sampling procedure and method of data collection, the research instrument and analytical tools will be discussed in full detail.

Chapter Four presents the results of this study. The characteristics of the sample will be provided as well as the results obtained from examining Causes of Resistance which have an impact on gender and methods that management can use to overcome the resistance.

Chapter Five concludes this study by providing a discussion on the results of the data analysis and its implications. There will also be a discussion on the avenues of future research for similar studies.

2.1 Introduction

In today's economy, change is all - pervasive in organizations. It happens continuously, and often at rapid speed. Because change has become an everyday part of organizational dynamics, employees who resist change can cripple an organization (Bolognese, 2002). Therefore one-half to two thirds of all major corporate change programs fail. These are frightening figures considering the increasingly turbulent business climate that individuals operate in (Waddell D. and Sohal A.S., 2001).

Change fails for a variety of reasons; such as most people have anxiety about change. However, as with many concepts there is no "silver bullet" with which to address difficulties brought about by change. Therefore, managers need to recognize that a critical important contributor to change failure is **resistance** (Waddell D. and Sohal A.S., 2001). Thus resistance is an inevitable response to any major change.

Managers need to know that when changes are being initiated, no matter how minute, resistance will surface. Managers can count on it to surface. If management does not understand, accept and make effort to work with resistance, it can undermine even the most well - intentioned and well - conceived change efforts. Coetsee (1999:205) states "any management's ability to achieve maximum benefits from change depends in part of how effectively they create and maintain a climate that minimizes resistant behaviour and encourages acceptance and support."

This chapter is aimed to address the concept of resistance. It first looks into the early research of resistance. It further shows the importance of the resistance to change and discusses the causes of resistance to change. It further explains how resistance can be overcome.

2.2. Literature Review

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.”

Ansoff (1984) noted that resistance to change occurs when there is a departure from the historic behaviour, culture and power structure.

2.2.1. Early Research

In the 1940's, social psychologist Kurt Lewin first introduced the idea of managing and removing "resistance" to proposed changes occurring within organizations. His early work focused on the aspects of individual behaviour that must be addressed in order to bring about effective organizational change.

Morgan (1997:294) states that: Lewin suggested that any potential change is resisted by forces in the opposite direction. The idea is similar to the dialectical principle that everything generates its opposite. But within Lewin's framework, the forces tend to be external to the change, holding situations in states of dynamic equilibrium. His solution was to advocate that successful change rests in "unfreezing" an established equilibrium by enhancing the forces driving change, or by reducing or removing resisting forces, and then "refreezing" in a new equilibrium state.

The first known published reference to research on resistance to change in organizations was a 1948 study conducted by Lester Coch and John R. P. French entitled, "Overcoming Resistance to Change." Their research, which generated a large body of work on the importance of employee involvement in decision making, was conducted at the Harwood Manufacturing Company, a pyjama factory located in Virginia. This study focused on the main questions (1) Why do people resist change so strongly? and (2) What can be done to overcome this resistance? (Dent & Goldberg, 1999).

In 1950, Alvin Zander wrote, "Resistance to Change-Its Analysis and Prevention." His article made an early distinction between the symptoms of resistance, like hostility or poor effort, and the underlying causes for the behaviour. Dent & Goldberg (1999:33) state, "Rather than providing a systems model, Zander equates resistance in organizations to that of a psychotherapist and a patient. His primary advice for practicing managers is to know what the resistance means so that they may reduce it by working on the causes rather than the symptoms."

Kotter (1995:64) observed over 100 companies in a decade and reported that when organizations attempt a major change, the employee often understands the new vision and wants to make it happen, but there are obstacles, which prevent execution. These obstacles may be in the individual's resistance, but Kotter states that such an individual resistance is rare. The obstacle is in the organization's structure or in the performance appraisal system, which makes employees choose between the new vision and their own self-interest.

2.2.2. The importance of the area being researched

It is crucial for managers to remember that most employees are utilitarian. Employees assess proposed changes first and foremost in terms of what these goals are likely to do to their status. How employees respond to changes is largely based on their perceptions of the suggested changes.

For example, employees may perceive planned changes as opportunities to strengthen their own position within the organization or as threats to their status, influence and even job security. It is in the latter case that resistances to change usually occur.

According to Greenburg J. & Baron R.A (1997:598), people may be unhappy with the current state of affairs in their organization, but also they may be afraid any changes will be disruptive and only make things worse. Indeed, fear of new conditions is quite real, and it creates an unwillingness to accept change, which is referred to as resistance to change.

Resistance is therefore any force that slows or stops movement. It is not a negative force nor are their 'resistors' out there just waiting to ruin an otherwise perfect intervention. People resist in response to something. Something that the organization is doing evokes a reaction that will be called resistance. The people resisting probably do not even see it as resistance, they may see it as survival (www.beyondresistance.com).

Therefore, resistance is any force that tends to oppose or retard motion. Resistance is a natural part of change. Resistance must be viewed as a 'gateway' that allows managers to select the most appropriate change for the current situation. Resistance must be identified then managed correctly. Resistance is not the primary reason why changes fail. However it does play an important part in why changes fail. Management's reaction to resistance must follow a strategy that will resolve the restraints to change.

(<http://www.andersonconsulting.com/org/resist/htm>)

2.2.3. The Causes of Resistance to Change

Dent and Goldberg (1999) examined five current introductory management textbooks (Aldag and Stearns (1991), Dubrin and Ireland (1993), Griffin (1993), Kreitner (1992) and Schermerhorn (1989)), to provide both a demonstration that the concept of resistance to change and its connotations have become a standard part of management vocabulary and a reminder of the way in which the idea becomes inculcated in the assumptions of new generations of managers.

Dent and Goldberg (1999) further states that all these authors view resistance to change as a given and they do not define it. However there is a great similarity from text to text in the description of causes of resistance to change, see Table 1

Table 1: Resistance to Change: Causes

Causes of Resistance	Authors				
	Kreitner	Griffin	Aldag & Stearns	Schermerhorn	Dubrin & Ireland
Surprise	✓				
Inertia	✓				
Misunderstanding	✓	✓	✓	✓	
Emotional Side Effects	✓	✓	✓	✓	
Lack of Trust	✓	✓	✓	✓	
Fear of Failure	✓				✓
Personality Conflicts	✓	✓	✓	✓	
Poor Training	✓				
Threats to Job Status/Security	✓	✓	✓	✓	✓
Work Group Breakup	✓	✓	✓	✓	
Fear of Poor Outcome					✓
Faults of Change					✓
Uncertainty		✓	✓	✓	

Source: Dent and Goldberg

Kreitner (1992, cited in Dent and Goldberg,1999)) states that resistance arises from those whose jobs are directly affected. Causes such as surprise, inertia, misunderstanding, emotional side effects, lack of trust, fear of failure, personality conflicts, poor training, threats to job status/security and work group breakup, can halt the change process.

Griffin (1993, cited in Dent and Goldberg, 1999)), Alday and Stearns (1991) and Schermerhorn (1989) are identical to one another in their coverage of resistance to change, see Table 1.

Dubrin and Ireland attributed resistance to change to three main factors, people's fear of poor outcomes (example, they might earn less money, be personally inconvenienced or be required to perform more work), people's fear of the unknown

and the employees' realization of faults with change overlooked by management and employees' fear of resulting problems (cited in Dent and Goldberg, 1999).

Hultman K (1995), states that there are eight common reasons why people resist change:

2.2.3.1. Improper handling of the change process

When change is proposed, employees invariably have three questions:

- 1) Why?
- 2) How will it affect me?
- 3) What's in it for me?

Employees resist change when they do not get the answers to these questions. They also resist when they do not have input into the decision, they do not like the change introduced, the change was a surprise - as seen in Table 1, Kreitner also agrees to this being a cause of resistance to change, the timing of the change was bad, or they felt manipulated or deceived by management. People react to things like this with anger and resentment, because the methods used go against their values and violate their need for respect. Employees expect to have their views considered, and to be treated with dignity (Hultman K, 1995).

2.2.3.2. There is no need for the change

Research suggests that the degree of resistance is related to three factors: level of dissatisfaction with the status quo, desirability of perceived change, and the practicality of the change. One of the most common causes of resistance is that employees are content with the way things are now. As long as this is true, change will only be viewed as unnecessary or negative (Hultman K, 1995).

Change threatens the investment in the *status quo*. The more people have invested in the current system, the more they resist change. This is due to the fact that they fear the loss of their position, money, authority, friendship, personal convenience, or other benefits that they value (Robbins S.P and Decenzo D.A, 2001:236).

Spreitzer and Quinn (1996) conducted a study of 3000 Ford managers, in which they discovered that middle managers blamed executives above them for resisting change effort. This finding was consistent with Smith's (1982) report that the people in power will work towards maintaining the status quo and would not dramatically change it.

At times change is needed to avoid or escape a harmful situation. Examples are bankruptcy, a hostile take over, or a decline in market share, profit, revenue, productivity, quality, morale, and competitive position. Many organizations respond to increased competition from abroad, therefore leaders initiate change in order to survive. However employees do not accept this, as they can't literally "see" the competition. Thus employees are in denial and the needs to face reality are left behind (Hultman K, 1995).

2.2.3.3. The change will make it harder to meet their needs

Employees believe that the change will make things worse, rather than make things better for them. Research shows that people resist change that they believe represents a loss of personal choice. In situations like these, facts tend to be less significant than the beliefs derived from them. Example, when managers talk about making the work more "efficient," employees often interpret this to mean that they will be doing more work. Also, if a change is presented as making the work easier, employees worry about positions being eliminated. Such concerns must be addressed to gain the support for change. It's natural for people to think about how they are going to be affected by change, but unviable beliefs about bad things happening are damaging, because they are often based on inaccurate, incomplete, or mistaken information. These beliefs lead to fear, and values that emphasize protecting oneself against perceived threat (Hultman K, 1995).

Paul Strebel (1996), professor and director of the Change Program for international managers at the International Institute for Management Development (IMD), attributes resistance as a violation of "personal compacts" management has with their employees. Personal compacts are the essence of the relationship between employees and organizations defined by reciprocal obligations and mutual commitments that are

both stated and implied. Any change initiatives proposed by the organization would alter their current terms.

Personal compacts are comprised of formal, psychological, and social dimensions. The formal dimension is the most familiar. It is the aspect of the relationship that addresses the basic tasks and performance requirements of the job, and is defined by job descriptions, employee contracts, and performance agreements. Management, in return, agrees to supply the employee the resources needed to perform their job. The psychological dimension addresses aspects of the employment relationship that incorporate the elements of mutual trust, loyalty and commitment. The social dimension of the personal compact deals with organizational culture, which encompasses mission statement, values, ethics and business practices (Strebel P, 1996).

Strebel (1996:87) points out that when these personal compacts are disrupted it upsets the balance, and increases the likelihood of resistance. He suggests that management view how change looks from the employee's perspective, and to examine the terms of the personal compacts currently in place. 'Unless managers define new terms and persuade employees to accept them, it is unrealistic for managers to expect employees to fully buy into changes that alter the status quo' (Strebel P, 1996).

2.2.3.3.1. Fear of losing job

Is fear of losing one's job a major consideration when thinking of 'change' or is it another example of possibly overstating the case? Thomson (1990: 8), states that a number of projects shows that it is one of the biggest concerns to many employees, in both large and small organizations. Think of the introduction of information technology – IT, i.e. computers. People's past experience would suggest that the fear of losing one's job provided in the internal market, while apparently being done to improve the efficiency of the organization and to enable the organization to meet needs of the customer is introduced mainly to reduce costs. Therefore IT is perceived to save money, and so organizations 'must cut jobs' (Thomson K, 1990).

This is fairly a gross example of a method of changing an organization for the better, which can be perceived to have a major negative impact on the individual.

If one thinks about change, almost any change in an organization could do the same – have a negative impact. For example, better management development programs produce the need for fewer managers. This is generally accepted as a part of the current methodology for bringing about ‘flatter structures’. Many managers are running scared about flat structures and the effect not only on their future prospects but also on the job they are doing now (Thomson K, 1990).

2.2.3.4. Risks outweigh the benefits

Employees are simultaneously motivated to meet their needs and to prevent bad things from happening, so accurately anticipating or predicting the probable outcomes of their actions is extremely important. Since one can never be absolutely sure how their actions will turn out, therefore there’s a risk associated with everything that they do. There’s a risk in change, but there’s also a risk in not changing. Staying the same doesn’t make employees immune from risk. Nevertheless, employees vary greatly in the degree of risk they perceive in a situation. Some people see gloom and doom around every corner, while others see a silver lining. In a team meeting where members are discussing a possible change, some may see a great deal of risk, while others may see little or no risk. The discussion can turn to conflict, as members assert their competing perspectives (Hultman K, 1995).

The degree of perceived risk can range from none at all to extremely high. When contemplating change, an appropriate degree of concern is necessary to avoid mistakes, but people are capable of either underestimating or overestimating risks. Those who underestimate risks often regret their action, while those who overestimate risks often regret their inaction. It’s natural for people to consider the worse case scenario, if only briefly. It can become a serious problem, however, if people treat the worse case scenario as an imminent reality, when the probability of its occurrence is remote (Hultman K, 1995).

To avoid either underestimating or overestimating risks, it's essential to have accurate facts and viable beliefs. Effective risk management, contingency plans, and feasibility studies would be impossible without data. Inaccurate facts and unviable undermine efforts to plan and implement change. People who underestimate risks ignore relevant concerns, while those who overestimate risks will have too much concern. Either way, organizational growth is hindered (Hultman K, 1995).

2.2.3.5. Lack of ability to make the change

When employees learn about the proposed change, one of the things they invariably ask themselves is, "Will I be able to do this?" Lack of ability may appear to be resistance, but inability and unwillingness are quite different. Whereas resistance represents an unwillingness or unreceptiveness to change, inability to change stems from the lack of knowledge, skills, confidence and/or necessary resources. Knowledge and skills have to do with one's actual ability, whereas confidence has to do with one's perceived ability. If employees believe they can do something, they are more willing to try it; however, when they don't believe they can do it fear of failure increases their resistance. It's possible for people to possess the ability to change, but still not believe that they can. In many cases, this belief becomes a self-fulfilling prophecy (Hultman K, 1995).

2.2.3.5.1. Uncertainty

Changes substitute ambiguity and uncertainty for the known (Robbins and Decenzo 2001:235). Employees resist change because they have to learn something new. In many case there is not a disagreement with the benefits of the new process, but rather a fear of the unknown future and about their ability to adapt to it. De Jager (2001:24) argues, "Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we will get from the old to the new, especially if it involves learning something new and risking failure."

Low tolerance for change is defined as the fear that one will not be able to develop new skills and behaviours that are required in a new work setting. According to Kotter & Schlesinger (1979), if an employee has a low tolerance for change, the increased

ambiguity that results as a result of having to perform their job differently would likely cause a resistance to the new way of doing things. An employee may understand that a change is needed, but may be emotionally unable to make the transition and resist for reasons they may not consciously understand.

A person's belief that the change is incompatible with the goals and best interests of the organization. If an employee believes that a new job procedure proposed by a change agent will reduce productivity or product quality, that employee can be expected to resist the change. If the employee expresses his or her resistance positively, then this form of resistance can be beneficial to the organization (Robbins S.P and Decenzo D.A, 2001:237).

2.2.3.5.2. Fear of 'Change' itself

There is no one aspect of fear that arises out of 'change'; there are, unfortunately, a number. One of the greatest challenges in any program of 'change' is to tackle the inherent fear that people feel when looking to a different future. It may be that the future is better, but if there is a slightest chance of any uncertainty about the change, it can safely be assumed that the change agents are going to face barriers. These barriers are actually intended to destroy – or at least hinder – the new order of things being introduced (Thomson K, 1990).

The future may or may not concern people; it is the fact that their view of it is unclear that causes the problem. So, fear and the resulting barriers produce one of the greatest challenges to any introduction of change. It is said 'You can't change a man against his will!' The corollary of which is that you can't communicate to people who don't want to listen!

It is usually fear, which produces a 'knee jerk' response in the individuals in organizations. This is not unrecognized, but often there is an attempt to calm the fears of individuals, which then go too far the other way to appease, and results in totally negative reactions. This occurs when individuals feel they are in a strong position because people are going out of their way to placate them. They know that what is being introduced is fundamentally right, although they may not be happy about it

personally. It is at this very early stage in the process of change that key individuals can be detected that are likely to become major sources of discontent and disruption. This is simply 'hitting out' as a means of protection. They are afraid of 'change' (Thomson K, 1990).

Human Resource professionals often ask what they must do about the desperately negative people who are already undermining or will quite likely undermine the major investment. Surprisingly, Thomson (1990:5) suggests that these people are a primary target market. They need to recognize the hooks, and be given the opportunity to see that their world is not going to be turned upside down. They are, indeed, likely to end up as greater 'champions' of the new ideas than those who already appear to be practicing many of them.

The reason for this is that when people are coming from a low attitudinal base, the removal of the fear barrier allows them to make enormous changes. (Thomson K, 1990:5-6)

2.2.3.5.3. Fear of loss of face

This kind of fear is not an Oriental phenomenon; it affects every organization. It is this fear, which creates entrenched positions and negative attitudes in people. The real problem is that if anyone says that they have a *better* way of doing things – as opposed to saying, for example, 'here is a *different* way of doing things that you *might* like to consider', people get defensive. This automatically assumes that the way they were doing it before was, at best *worse* than what is being suggested now, or at worst totally the *wrong* way of going about it (Thomson K, 1990).

Hence, the introduction of change, which almost implies things being 'better', also implies that what went before was 'worse'. For those people who are not prepared to admit infallibility, or for those who believe that what they are doing is right, it comes as a shock to be told that this is not the case. The 'soft sell' is inevitably necessary.

The fear of 'loss of face' is one of the reasons why change will always be difficult.

2.2.3.5.4. Fear of failure

Taking on anything new as a task at home allows for a period of private experiment 'where no one can see'. It might take hours to put a flat-pack kitchen cupboard up, but it is done in the privacy of your own home. The same is not true at work. Under the full glare of colleagues and bosses, the pressure to adapt and adopt to new practices and principles are increasing daily (Thomson K, 1990).

These are real pressures to those who feel they cannot cope. The individuals who refuse to accept that they are unable to change will once again self-justify their incapability as being someone else's fault, example 'they are throwing too much at us again'. However, it may be that they feel that the end result will be that the organization will sooner or later not require their services. In the meantime any failure, whether it is accepted by others as part of the learning curve or not, will often be perceived by the individual as something personally unaccepted (Thomson K, 1990).

Matters are made worse by the prevalent culture in most organizations that failure is unacceptable. *If people don't attempt anything new, then they can't be seen to be failing. Resisting change protects people from the glare of failure* (Thomson K, 1990:9).

2.2.3.6. The change will fail

Employees can resist change because they don't have confidence it will work, or they don't believe the resources are available to implement the change successfully. The anxiety stemming from these concerns will make it more difficult for employees to support the change effort (Hultman K, 1995).

2.2.3.7. The change is Inconsistent with their values

Since values represent people's beliefs about what's important, they feel alienated if they believe the change conflicts with those values (Hultman K, 1995).

Cultural convictions may also lead to resistance to change. It is important to consider culture because it influences the employee's response and interpretation of strategic issues (Reese K, 1994). It is very rare that there is no uniform culture within the organization. These cultural differences often lead to conflicts, especially if the groups or individuals concerned have convictions that they feel very strongly about (Ansoff H.I, 1984). To set aside one's cultural belief and consider the change objectively requires a mind shift. However problems arise when a mind shift is required for a change because "a mind shift is similar to a paradigm shift. It involves putting aside any reservations one might have had, and considering renewal with an open mind", says Roussouw D, (1994).

2.2.3.8. Those responsible for the change can't be trusted.

Employees will resist change if they believe that leadership either doesn't have their best interests at heart, or isn't being open and honest with them about the change and its impact. Lack of trust is an insidious and pervasive problem, robbing organizations out of much – needed commitment and performance. In a survey conducted by the Lausanne Institute, 91 % of 474 government superiors reported that lack of trust negatively impacts productivity. An INC. Magazine survey reported that 84 % of employees don't trust their managers. Lack of trust puts employees in a defensive posture. They spend their time protecting themselves from each other rather than focusing on organizational goals. If employees have trouble trusting each other during routine times, this becomes an even greater issue during the times of change (Hultman K, 1995).

Assad (2002, 1) states that there are seven causes to resistance of change. Five of these resistances to change are consistent with Hultmans' work. Symbols and Trade Unions Attitudes are two additional causes of resistance to change.

1. **Economic Factors** – People resist change when they fear they will lose their jobs. No matter, the argument used to convince them that there will be more jobs in the long run, their main concern is the economic welfare of themselves and their families.
2. **Inconvenience** – People believe that change threatens to make their life more difficult. Therefore they resist the change.
3. **Uncertainty** – A new way is always strange, threatening and laden with uncertainties even if it is an improvement over the old way. However, people don't know what the new way is going to be, therefore uncertainty results and resistance to change occur.
4. **Threats to Interpersonal Relationships** – Employees oppose changes that threaten their status.
5. **Resentment toward New Orders and Increased Control** – Some people resent taking any orders at all. Others have become accustomed to a certain level of control from higher management but resist any attempt to strengthen this control.
6. **Symbols** – Symbols are something that stands for something else, for example a flag symbolizes a country. A symbol cannot be eliminated without threatening in people's minds the thing for which it stands. A symbol represents a whole framework of treasured relationships and values; employees unite to protect it against attack.
7. **Trade Unions Attitudes** – Trade Unions are also likely to resist change unless management consults with them, either formally or informally. Every trade union has certain institutional needs that must be met if it is to retain its members' loyalty. If management makes a point of working with the trade union, the trade union may cooperate in introducing the change. If management ignores the trade union, the only way the trade union can preserve its status is by opposing management via strikes.

2.2.4. Overcoming Resistance to Change

In overcoming resistance, management seeks to apply enough pressure on people to induce them to do what is expected. For instance, the most obvious way to overcome resistance is simply to threaten to fire individuals if they do not adjust, or promise to pay them more if they do adjust (Assad M, 2002).

However, those approaches are ineffective as a productive individual may respond to the threats either by quitting altogether, or by sabotaging the change once it has been introduced, or also by implementing it in a half-hearted manner.

2.2.4.1. The Traditional Response to Resistance

Traditionally managers believe that most cases of resistance do not appear justified. Therefore their response to resistance was to:

1) Discount the employees' resistance in some way, such as:

- Don't be defensive.
- You've got to learn to compromise.
- You've only thinking of yourself.
- It's time to change.
- Shape up or ship out.

These responses are very rarely acceptable to the employee. Not only do they increase the resistance, but also they reduce the range of alternative ways of proceeding and the amount of energy available to focus on the change (Philips W, 2002).

2) Use frequent strategies to overcome resistance, such as:

- Dismiss the resistance as unimportant
- Seek support from those who have the authority to order compliance.
- Break through the resistance by "selling" the idea, or by logical reasoning.
- Overcome the resistance with coercion or threats
- Induce guilt.

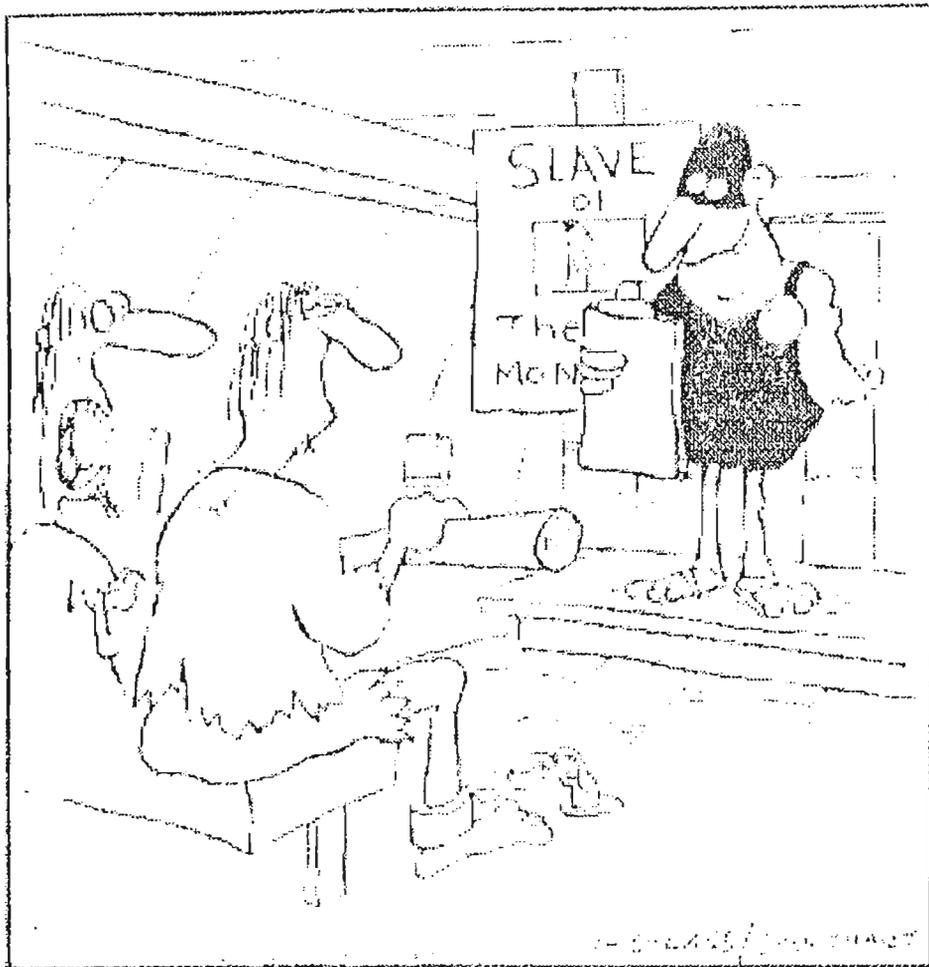
- Appeal to a higher goal of team work or supporting the organization.

These strategies were ineffective. When resistance was discounted or attacked head on, it increased. For the employee's safety the overt resistance often becomes covert. These strategies to overcome resistance may appear to work initially, but in the long run they induce deeper and more persistent resistance (Philips W, 2002).

2.2.4.2. Strategies used to Overcome Resistance to Change

2.2.4.2.1. Motivation

Most humans will not change their beliefs, habits or behaviours unless they are motivated to do so. Most will not change, even if change is for the better, unless there is conversely, as long as the perceived risks of changing are greater than the risks for staying the same, employees will be unlikely to change. The cartoon, symbolizes this concept perfectly in terms of today's changing workplace.



“I TRUSTED HIM MORE WHEN HE HAD A WHIP!”

The supervisor or, symbolically, the slave master, is attempting to change (humanize) his management style with his “Slave of the Month” program. Meanwhile, one slave says to the other, “I trusted him more when he had a whip!” (Peter B.G, 2001).

Not only does the slave master have difficulty changing, but the slave are also feeling some discomfort, even when the change is beneficial to them (Peter B.G, 2001). This illustrates the desire to hold on to things that are familiar and, hence comfortable is strong.

The reasons we resist change are very personal and unique, so to change the thinking of many people in an organization will probably require a variety of approaches (Peter B.G, 2001).

Human are motivated by many factors. The challenge for managers is to select motivators that will inspire employees to achieve organizational goals and to reduce resistance to any changes made organizational goals. To motivate people, employers must go beyond traditional incentives, like pay to job satisfaction, respect for top management and opportunities to advance. Many organizations boost motivation and morale through goal setting, behaviour modification, and investment in employees, better quality of life, and flexible schedules (Mescon *et al* 1999:274).

2.2.4.2.1.1. Goal Setting

Some employees are highly motivated by clear and challenging – but achievable – goals. At AptarGroup, a manufacturer of aerosol valves, finger pumps, and other caps for bottles, employees work teams set their own goals and report on their progress to senior management. This sort of responsibility can be intimidating for some employees, but it can also motivate them by creating a desire to follow through on what they said they would accomplish. Rob Revak, director of human resources at one of Aptar’s divisions, says that setting their own goals has helped motivate employees. He finds that employees strive hard to reach their goals and are very proud when they can present their accomplishments to top management (Mescon *et al* 1999:274).

Organization’s today are also involving employees in the process of setting organizational goals, which establishes a better dialog between management and employees. Furthermore, effective goal – setting programs allow employees to find out firsthand whether they are in fact meeting their goals. However, if goals are imposed from above, the advantage of bringing the employees’ higher – level needs into play will be lost, and employees will feel manipulated. Resistance from the employees will then set in (Mescon *et al* 1999:274).

Therefore, resistance from employees can be reduced, by not imposing top management goals onto employees. Employee’s fears of not meeting organizational goals, losing face can all be reduced (Mescon *et al* 1999:274).

2.2.4.2.1.2. Behaviour Modification

Behaviour modification is to change employee actions by systematically encouraging those actions that are desirable and discouraging those that are not. Managers have to determine which actions are desirable and which they want to change. Appropriate methods of reinforcement to encourage employees to make the change are then used. Studies have found that offering praise and recognition (positive reinforcement) for an employee's effort is more effective than offering reprimand, ridicule or sarcasm (negative reinforcement) for undesirable actions. Thus, by using positive reinforcement, managers can reduce the resistance many employees feel about their work (Mescon *et al* 1999:275).

2.2.4.2.1.3. Investing in Employees

The insecurity that many employees feel over the threat of losing their jobs can lead to lower motivation and can threaten organizational productivity and increase individuals' resistance. Job worries may also lead to personal problems that can interfere with an individual's work performance. One way to motivate anxious employees is to sponsor training that will sharpen skills or to offer retraining that will give employees entirely new skills. Southwest Airlines offers continuing training through its "University for People," and the company has remained consistently profitable while other airlines struggle. Employees are able to choose courses that will help them to do their jobs more effectively and be more flexible in the tasks they can perform (Mescon *et al* 1999:275-276).

Although some people may not adjust easily to training and retraining, most appreciate the opportunity to become more useful to their companies or to the economy as a whole. In fact training can even motivate highly skilled employees to develop more loyalty. Another company that invests heavily in its employees is software maker Autodesk. The company has an elaborate development and leadership program for employees that includes personal coaching, continuous feedback and team building. Vice president of human resources Steve McMahon says that employees "appreciate the investment that's being made in them, and they also like the fact that they don't have to pretend to do everything perfectly." As a result,

their stress level is reduced, thereby reducing the resistance of employees. Autodesk maintains an environment of trust, and the company is able to retain many of its best employees (Mescon *et al* 1999:276).

2.2.4.2.1.4. Better Quality of Work Life

Although dividing work into tiny specialized tasks helped managers deal with uneducated employees early in the 1990's, that approach doesn't make sense today. Highly specialized jobs rarely satisfy today's better – educated and more sophisticated employees, some of whom know more about the technical aspects of their work than their managers do. Therefore, many organizations are working to improve the quality of work life, the environment created by work and job conditions. An improved quality of work life benefits both the individual and the organization: Employees gain the chance to use their special abilities, improve their skills and balance their lives. While organizations gains a more motivated workforce (Mescon *et al* 1999:276).

A common way of improving quality of work life is through job enrichment, which reduces specialization and makes work more meaningful by expanding each job's responsibilities. For example, truck drivers who work for Ryder System not only deliver Xerox copying machines but also set them up, test them, and train customers to use them. In addition, job enrichment includes demonstrating to employees the significance of their work and also the change process. Other companies demonstrate employee impact through open – book management – sharing as much company information with them as possible. Many companies also include other elements of job enrichment such as greater employee autonomy and being involved in the production of a good or service from start to finish. All these measure can reduce employees' resistance by improving their lives in terms of freeing their time and making work a more enjoyable place to be (Mescon *et al* 1999:276).

2.2.4.2.1.5. Flexible Schedules

The changing work force is changing lifestyles and needs. Two – career couples with children must perform miracles of scheduling and routing to make sure that the kids get to school or to the baby – sitter and that the adults get to work on time. Therefore,

any changes in the workplace would lead to resistance, if the change interferes with the employee's schedule. Many people applaud flexitime, a scheduling system that allows employees to choose their own hours within certain limits. Many organizations have flexitime as it gives employees the sense of control for arranging their work scheduling and thereby motivates them to accept changes made in the workplace (Mescon *et al* 1999:277).

2.2.4.2.2. Education and Communication

Education and communication should help people to understand the logic and the need for change. The importance of effective communication for managers cannot be overemphasized for one specific reason: Everything a manager does involve communication (Robbins S.P and Decenzo D.A, 2001:376).

A manager can't make a decision without information and that information has to be communicated. When dealing with resistance the most meaningful communication is the nonverbal communication. Nonverbal communication can be body language and verbal intonation. Body language refers to gestures, facial configurations, and other movements of the body. A snarl, for example, says something different from a smile. Hand motions, facial expressions and other gestures can communicate emotions or temperaments such as aggression, fear shyness, arrogance, joy and anger. Verbal intonation refers to the emphasis someone gives to words or phrases. To illustrate how intonations can change the meaning of a message, when asked a question by an employee, the manager replies, "What do you mean by that?" The employees' reaction will vary, depending on the tone of the manager's reply. A soft, smooth tone creates a different meaning from one that is abrasive with a strong emphasis on the last word (Robbins S.P and Decenzo D.A, 2001:380).

Communication is commonly used in situations, where there is a lack of information or inaccurate information and analysis. One of the advantages is that once persuaded, people will often help with the implementation of the change. However, a disadvantage is that it can be very time consuming if lots of people are involved (Martins F.J.C, 2002).

2.2.4.2.3. Participation and Involvement

The contention is that people will be more supportive of the changes if they are involved in the formulation and design of the change programme. Participation and involvement can also be time consuming; and if groups are asked to deliberate and make decisions there is a risk that some decisions will be compromises leading to sub – optimization.

Participation can begin at the highest level and work its way down the organizational ladder. Such an approach reinforces the perception of commitment by higher authority and enhances consistency in the making of major or crucial decisions in the change process. He goes on to further add that in overcoming resistance to change, participative activities should be undertaken in small peer groups. A group context provides opportunities for interaction and the exchange of ideas on a spoken basis. Oral communication provides more flexibility for uncertain ideas than written communications, which seem to take on rigid life of their own, independent of those who prepared them. The peer aspect of the group also facilitates communication since people are more likely to voice their opinions in the presence of their equals rather than their superiors. This approach is commonly used in situations where the initiators do not have all the information, they need to design the change, and where others have considerable power to resist. The advantages are that people who participate will be committed to implement change and any relevant information they have will be integrated into the change plan (Martins F.J.C, 2002).

2.2.4.2.4.Facilitation and Support

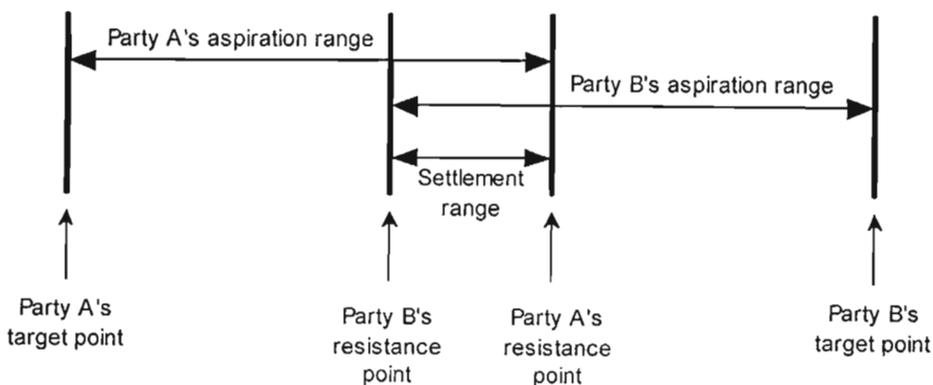
This can involve either training or counselling but there is no guarantee that any resistance will be overcome. It probably has the possibility of allowing or helping people deal with the emotional reactions that are triggered by change allowing them to be more accepting of the situation. This is commonly used in where people resist because of adjustment problems. The advantage is that no other approach works as well with adjustment problems. However, it can be time consuming and expensive but still can fail (Martins F.J.C, 2002).

2.2.4.2.5. Negotiation and Agreement

Negotiation is defined as a process in which two or more parties who have different preferences must make a joint decision and come to an agreement. To achieve this, both parties typically use a bargaining strategy. Two types of bargaining strategies can be identified: the distributed bargaining and the integrative bargaining.

The distributed bargaining approach is used when negotiating a price. Typically it is used in labour- management negotiation, i.e. over wages and benefits. To illustrate this, labour representative's come to the bargaining table determined to get as much as they can from management. Because every cent more that labour negotiates increases management's cost, each party bargains aggressively and often treats the other as an opponent who must be defeated. In the distributive bargaining, each party has a target point that defines what they would like to achieve. Each also has a resistance point that marks the lowest acceptable outcome (Figure: 1). The area between their resistance points is the settlement range. As long as there is some overlap in their aspiration ranges, there exists a settlement area in which each one's aspirations can be met (Robbins S.P and Decenzo D.A, 2001:400).

Figure 1: Determining the Bargaining Zone



Source: Robbins S.P and Decenzo D.A, 2001:401

The integrative bargaining is defined as negotiation in which there is at least one settlement that involves no loss to either party, for example a sales – credit negotiation.

Integrative bargaining is preferable to distributive bargaining. This is due to that fact that it bonds negotiators and allows each to leave the bargaining table feeling that they have achieved a victory. Distributive bargaining, on the other hand, leaves one party a loser. It tends to build animosities and deepen divisions between people who have to work together on an ongoing basis (Robbins S.P and Decenzo D.A, 2001:401).

This is commonly used in situations where someone or some group will clearly lose out in a change, and where that group has considerable power to resist. An advantage is that sometimes it can be a relatively easy way to avoid major resistance. A disadvantage is that it can be too expensive in many cases if it alerts others to negotiate for compliance (Martins F.J.C, 2002).

2.2.4.2.6. Manipulation and Co-optation

This encompasses covert attempts to influence people, for example by the selective use of information and conscious structuring of events. Co – option involves ‘buying – off’ informal leaders by personal reward or status. These methods are ethically questionable, and they may well cause grievances to be stored for the future. It is commonly used where other tactics will not work or are too expensive. An advantage is it can be relatively quick and inexpensive solution to resistance problems. However, it can also lead to future problems if people feel manipulated (Martins F.J.C, 2002).

2.2.4.2.7. Explicit and Implicit Coercion

The use of threats can work in the short run but is unlikely to result in long – term commitment. A situation where it is commonly used is where speed is essential and the change initiators possess considerable power. The advantage is that it is speedy and can overcome any kind of resistance. While the disadvantage is that it can be risky if it leaves people mad at the initiators (Martins F.J.C, 2002).

2.2.4.2.8. Leadership and Trust

Managing change is a vital leadership skill for the executives responsible for seeing their organizations through mergers and acquisitions.

Valerie Lew-Kiedrowski, training MD at Door, says if change is to be successful, companies need to equip senior management with the principles and methods they must have to manage change and become effective leaders and facilitators of change, or change masters. "Mergers create highly complex changes within organisations, as they involve not only top management but all levels of employees." "People resist change and they need all the help they can get when it is a matter of accepting change," Lew-Kiedrowski says (Thomson K, 1990).

Research has shown only 20% of change initiatives is successful in achieving the desired results. A study by the American Management Association, in conjunction with Deloitte & Touché, found only 68% of 259 executives polled reported that their companies had established any sort of formal change-management programme to support change initiatives within their organizations. This means only 32% of organizations are systematically leading people through rapidly changing business climates (Thomson K, 1990).

"When the change leaders lack knowledge or training in the techniques of mastering change, they habitually fall back into the familiar comfort zones of past experience. Some even oppose the inevitable organizational changes needed, putting the company's future growth in jeopardy," Lew says.

She further states that the experiences with leading Fortune 500 companies showed that senior management must fully understand how to anticipate, cope with, and manage change and resistance to change in order to lead their organizations successfully into the future.

"All too often, mergers and initiatives for change fail because business leaders concentrate on technical and legal issues and pay little attention to the people factor.

"A formal change-management programme tackling the fears, different attitudes and needs of the people in the merging firms will improve the chances of a successful merger," says Lew-Kiedrowski (Thomson K, 1990).

In many organizations the leader has not consciously designed the culture, but a culture nevertheless emerges. In other cases, the leader's laissez - faire attitude allows individual managers to play a major role in creating the culture. The weaker the top leader, the more likely different departments or divisions have different cultures. Culture is not created by signs, slogans, memos or motivational speeches. Employees are pragmatic enough to know that what the leader does is more important than what he or she says. Since the culture is created by the behaviour of the leader(s), it can only be changed when the behaviour of the leader(s) changes (Philips W, 2002).

These are just a few of many ways to overcome resistance to change. What is evident is that effective communication, leadership and motivation often holds the key to successfully unlocking the door to change. Changes needs to be portrayed in positive terms, a necessity to ensure long-term survival (Philip W, 2002).

2.2.5. The relationship between the literature and the problem statement

To assess the causes, it is important to understand a person's state of mind. The most important factors making up one's state of mind is his or her facts, feelings and values (Hultman K, 1995). In a study, Hofstede (1998) found that values affect the thinking of individuals and the thinking in organizations. Table 2, illustrates characteristics of males and females in the organization.

Table 2: Males and females in organizations

Males	Females
Dominant values are material success and progress	Dominant values are caring for others and preservation
Money and material things are important	People and warm relationships are important
One lives in order to work	One works in order to live
Equity, competition and performance are important	Equality, solidarity and the quality of work life are important.
Managers are expected to be assertive and decisive.	Managers use intuition and aim at consensus and are not so obvious.
Conflicts are resolved by fighting them out.	Conflicts are resolved by compromise and negotiation.
Security in working for the organization as long as one wishes is important	Opportunities for advancement and challenge through job enrichment are necessary.

Sources: Adapted from Hofstede (1998)

The state of mind between males and females are very different, therefore it is of importance, to determine the causes of resistance that affect them and thereby implementing strategies to overcome the resistance. Organizations may have to adopt more than one strategy to overcome the resistance if the causes of resistance differ between males and females.

2.3. Conclusion

Resistance is a natural and normal response to change because change often involves going from the known to the unknown (Coghlan, 1993; Steinburg, 1992; Myers and Robbins, 1991; Nadler, 1981; Zaltman and Duncan, 1977). Not only do individuals experience change in different ways (Carnall, 1986), they also differ in their ability and willingness to adapt to change (Darling, 1993).

A study of 500 large organizations found that employee resistance was the most frequently cited problem encountered by management when implementing change (Walderssee and Griffiths, 1997). Therefore, management must identify the causes of resistance (as stated in 2.2.3) and implement strategies that can overcome or decrease the resistance (as stated in 2.2.4).

3.1. Research Design

This research was undertaken using a quantitative method. A quantitative method of research is deductive because it involves the gathering of facts to confirm or disprove relationships among variables that have been deduced from propositions or earlier theories. This method of research allows the researcher to draw conclusions through logical reasoning Cresswell (1995). The type of research design was cross sectional study. Cross sectional studies are undertaken once and represent appoint in time (Cooper & Schindler, 2001). Primary data was collected via questionnaires and secondary data via literature, journals and the internet.

Before proceeding with the research topic employees were asked for their reaction on the topic of Change and the causes of resistance. All of them showed a significant amount of interest on the topic. So with this positive interest on the topic the researcher decided to continue with the research.

This study describes the causes of resistance to change that affects employees and whether males and females causes of resistance differ. It further states the opinion of employees for overcoming the resistance to change. The questionnaire developed Korth K (1998) “Change Survey”, was administered. This questionnaire illustrates the degree to which the employees’ resist a particular cause of resistance and to overcome the resistance.

The study was designed to describe the following research questions:

1. What are the most important cause/s of resistance that occurs within individuals in the organizations?
2. Which causes of resistance impacts more on males as compared to females?
3. Which causes of resistance affects the junior employees and managers?
4. What are the employees’ solutions to overcome the resistance of change?

This chapter describes the methodology used in the present study. This includes the, sample, target population, sampling issues, data collection procedures, and research instrument employed in the study, validity and reliability and data collection and analysis procedures is also explained.

3.2. Sample

The study was focused mainly on the employees' undergoing change in their organization. Using a questionnaire drew the sample for this study. The advantage of this method was that there would rapid turn around in data collection and also the ability to identify attributes of the population from a small group of individuals. A non-probability, convenience sampling design was conducted. Individuals were selected to reflect the population of individuals the researcher intended to study and make inferences about their resistance to change. The sample size chosen for the study was approximately fifty (50) employees and fifty (50) managers. The sample size was governed by both time and budget constraints; however it is felt for the purposed of the research that the sample size be manageable.

3.2.1. Target Population

The population from which the sample was drawn included both males and females in the organizations. An equal amount of males and females were asked to answer the questionnaire as long as they were affected by the change in the organizations.

Organizations participated in this study, were from the commerce industry, who underwent change. The representation of both males and females was sought so it was a good representation of employees' resistance.

The researcher identified individuals that would be willing to participate in the study therefore the sampling technique was convenience sampling. Employees were asked verbally, whether they were willing to participate in the research, which would take

approximately ten minutes to complete, then a brief description was given to them about the study.

3.2.2. Sampling Issues

In terms of confidence in the results, the larger the sample sizes the better. That is, to check the validity and reliability of the items, then the larger sample of the individuals administered the terms the better. However due to time constraints the researcher used a sample size of 100.

The questionnaire and convenience sample used in this study is classified as a non-probability sampling design since only those individuals selected will have a chance of answering the questionnaire. Hence the probability of being included in the survey is unknown. Cooper & Schindler (2003: 200) define convenience sampling as, a “non probability sampling method in which the researchers have the freedom to choose whomever they find”. Convenience sampling often test ideas or even gain ideas about a subject of interest. At best, the raw data and information collected from the sampling units generated through the convenience sampling method should be interpreted as nothing more than preliminary insights. Due to this fact, a major concern of this method is that the respondent sample may not be representative of the entire population employees in all types of organizations (Cooper & Schindler, 2001).

3.3. Measuring Instruments

The questionnaire had three sections. The first section contained the demographic characteristics of the respondents. Four structured questions required respondents to indicate their gender, age, management level and the population group. Gender was an important choice as one of the research questions was to describe the impact of resistance in males and females. Management level was also an important choice as it differentiates between managers and junior employees. The second section was on causes of resistance to change. The third section was on strategies for overcoming the resistance in junior level and management level.

3.3.1. Causes of Resistance to Change and Overcoming Resistance to Change

Based on the availability and the accessibility of the instrument, it was decided to adapt and use the instrument that was developed by Korth K (1998) called “Change Survey.” All the response options ranges from strongly disagree, disagree, don’t know, agree and strongly disagree. The instrument consists of 30 items in total. All the questions on Resistance to Change required a likert scale response Figure 3.1. The likert scale is used as the function is to rank categories. This helps to compare one’s score with a distribution of scores from a well-defined sample.

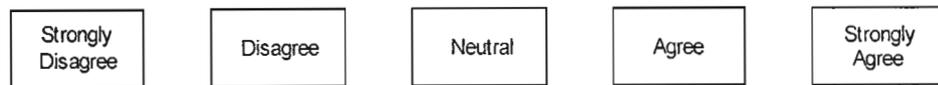


Figure 2. Likert Scale

Each question aims to establish a cause of the resistance that the employee may possess. In addition, they fall under the eight common causes of resistance that was mentioned in Chapter 2. For example Question 1 relates to the employees resistance due to the lack of ownership in the decision-making in the organization. This cause will fall under the Improper handling of the change process.

Overcoming resistance to change was to help determine what employees assume is the most important items that managers must do so that resistance can be reduced or overcome. All the questions on Overcoming Resistance to Change also required a likert scale response Figure 3.1.

3.3.2. Number of Items

The measure of a construct includes enough items to adequately sample the domain, but at the same time is as economical as possible, in order to obtain content and construct validity (Cronbach and Meehl, 1955). The scale of the questionnaire, and number of the items are not excessively lengthy and therefore does not induce fatigue and response pattern bias (Anastasi, 1976). By keeping a number of items to a

minimum, response pattern bias is reduced (Schmitt & Stults, 1985). Therefore the researcher avoided using, too few items, than the content and construct validity and reliability of the measure would have been at risk (Kenny, 1979; Nunnally, 1976).

3.4. Procedure

Before distribution of the data, the researcher sought permission from the organization where the study was to be conducted. Once approval was obtained the sample was selected and the data collection had begun.

For each questionnaire, the cover sheets were created, that identifies the institution, the researcher, and the topic of research and confidentiality of the information the researcher received.

The participants were requested complete the questionnaire immediately. As soon as completed surveys were received they analysed.

3.5. Statistical Analysis

3.5.1 Cross Tabulation

Cross – tabulation is a technique for comparing two classification variables. The technique uses tables having rows and columns that correspond to the levels or values of each variable’s categories (Cooper and Schindler, 2003). The cross – tabulation table is the basic technique for examining the relationship between two categorical (nominal or ordinal) variables.

From the cross – tabulation alone, it is impossible to tell whether these differences are real or due to chance variation, therefore the Chi-Square test is calculated (Cooper and Schindler, 2003).

3.5.2. Chi Square

By using this technique, it tests for significant differences between the observed distribution of data among categories and the expected distribution (Cooper and Schindler, 2003).

The Chi-Square test measure the discrepancy between the observed all counts and what is expected if the rows and columns are unrelated (Cooper and Schindler, 2003).

3.6. Conclusion

This chapter served to explain the methodology used in the study. Setting the objectives was the first step in analysis. Followed by, sampling, target population, sampling issues, data collection procedures, and research instrument employed in the study. The validity and reliability and data collection and analysis procedures were also discussed.

4.1. Analysis of Data

This chapter provides a detailed discussion and analysis of the data collected from the research questionnaire. Characteristics of the sample population are examined and descriptive statistics provided. Thereafter, the analysis will focus on the causes of resistance that affects males and females amongst employees and managers. Lastly the finding and conclusions will be discussed.

4.1.1 Demographic Profile of the Sample

Table 3 illustrates the descriptive statistics of the sample population used in the study that consisted of a hundred (100) respondents. The participants included both males and females. As can be seen, from the table below the majority of respondents were in the 21 to 30 years age group (51%) followed by the 31 to 40 year age (29%).

From the data obtained, it was found that 51% of respondents are at junior level and 49% of the respondents are in management position. This was done intentionally because the researcher's target population was aimed at junior level employees and management level employees.

From the research, it was found that the majority of respondents were Asians (42%). 21% of respondents were Whites, and followed closely were Coloureds and Blacks being 19% and 18% respectively.

Table 3: Descriptive Statistics of the Sample

Demographics	Frequency	Valid Percent
Gender		
Female	50	50
Male	50	50
	100	100
Age		
21 – 30	51	51
31 – 40	29	29
41 – 50	11	11
51 – 60	9	9
	100	100
Management Level		
Junior	51	51
Middle	23	23
Senior	26	26
	100	100
Ethnic Group		
African	18	18
Asian	42	42
White	21	21
Coloured	19	19
	54	100

4.2. Results of Data

In order to achieve the objects of this study, it was vital that cross tabulations be undertaken and carefully analysed. As discussed in Chapter One, the objectives of the study were as follows:

The purpose of this study is to investigate the causes of resistance to change that affects males and females in junior and management level in an organization. The main research objectives can be defined as follows:

1. To determine the most important cause/s of resistance that occurs within individuals in the organization.
2. To establish which causes of resistance affects more on males than compared to females.
3. To establish a difference between junior level employees and management in causes of resistance to change.
4. To reveal the employees' and management attitudes on overcoming resistance to change.

4.2.1. Analysis of Causes of Resistance to Change

Table 4: Descriptive Statistics of Causes of Resistance to Change

Cause of Resistance	N	Minimum	Maximum	Mean
Lack of skills to support change	100	1.00	5.00	4.3200
Change goes against beliefs and values	100	1.00	5.00	4.2400
Change forced upon	100	1.00	5.00	4.0200
Lack of trust in management	100	1.00	5.00	3.9200
No commitment from management	100	1.00	5.00	3.9100
Not part of the decision making	100	1.00	5.00	3.8800
Feel like a failure	100	1.00	5.00	3.8400
Unable to see benefit and payoffs	100	2.00	5.00	3.8000
Changing takes time and energy	100	1.00	5.00	3.1100
Harder to meet goals	100	1.00	5.00	2.6000
Change the way things are done	100	1.00	5.00	2.5100

Table 4 illustrates how the respondents perceive the Causes of Resistance to Change. The causes of resistance were arranged in descending order with lack of skills to support change rated as the highest cause of resistance with a mean value of 4.3200. This could imply that lack of skills is a major cause of resistance.

Change goes against the belief and values of individuals is rated as the second highest with a mean value of 4.2400, followed by change is forced upon the individuals with a mean value of 4.0200. This indicates that emotional issues impact impacts more on the causes of resistance to change than physical issues.

4.2.2. Analysis of Overcoming Resistance in Junior Level Employees

Table 5: Descriptive Statistics of Overcoming Resistance in Junior Employees

Overcoming Resistance	N	Minimum	Maximum	Mean
Receiving adequate information	100	1.00	5.00	4.1569
Skills transfer	100	3.00	5.00	4.1373
Rewards and Payoffs	100	1.00	5.00	4.0588
Motivation from management	100	1.00	5.00	4.0000
Trust in management	100	1.00	5.00	3.6471
Involvement in decision making	100	1.00	5.00	3.5098

Table 5 shows what management could do to reduce resistance to change in junior level employees. Receiving adequate information is rated the highest with a mean value of 4.1569. Closely followed is skills transfer. Mescon (1999) states that “One way to motivate anxious employees is to sponsor training that will sharpen skills or to offer retraining that will give employees entirely new skills.”

Being involved in decision-making process has the lowest mean of 3.5098. This indicates that the strategy to involve junior level employees may not reduce their resistance to change.

4.2.3. Analysis of Overcoming Resistance in Management Level Employees

Table 6: Descriptive Statistics of Overcoming Resistance in Management

Overcoming Resistance	N	Minimum	Maximum	Mean
Receiving adequate information	100	3.00	5.00	4.4490
Rewards and Payoffs	100	1.00	5.00	4.2857
Being part of negotiation process	100	3.00	5.00	4.0816
Implementation of change ethically	100	1.00	5.00	3.6327

Table 6 shows strategies that can be used to reduce management's resistance. Receiving adequate information rates the highest with the mean of 4.4490. While ethical implementation of change is the lowest with the mean of 3.6327.

Receiving adequate information strategy rates the highest for both management's resistance and junior level employees. Robbins S.P and Decenzo D.A (2001) states that "everything one does involves communication." Therefore receiving adequate information can overcome resistance.

4.2.4. Cross Tabulation

Cross –tabulation is a technique for comparing two classification variables. The technique uses tables having rows and columns that correspond to the levels or values of each variable's categories.

4.2.4.1. Gender Cross tabulation and Chi- Square Tests on Causes of Resistance

Table 7: Cross Tabulation between Causes of Resistance to Change and Gender

	Not part of the decision making				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	1	9	9	21	10
% within Gender	2%	18%	18%	42%	20%
% within resistance	100%	60%	60%	63.6%	27.8%
Male	0	6	6	12	26
% within Gender	0%	12%	12%	24%	52%
% within resistance	0%	40%	40%	36.4%	72.2 %
Total	1	15	15	33	36
% within Gender	1%	15%	15%	33%	36%
% within resistance	100%	100%	100%	100%	100%
	Unable to see benefit and payoffs				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	-	7	9	22	12
% within Gender		14%	18%	44%	24%
% within resistance		63.6%	52.9%	41.5%	63.2%
Male	-	4	8	31	7
%within Gender		8%	16%	62%	14%
% within resistance		36.4%	47.1%	58.5%	36.8%
Total	-	11	17	53	19
%within Gender		11%	17%	53%	19%
% within resistance		100%	100%	100%	100%

	Changing takes time and energy				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	5	17	12	10	6
%within Gender	10%	34%	24%	20%	12%
% within resistance	83.3%	50%	60%	43.5%	35.3%
Male	1	17	8	13	11
%within Gender	2%	34%	16%	26%	22%
% within resistance	16.7%	50%	40%	56.5%	64.7%
Total	6	34	20	23	17
%within Gender	6%	34%	20%	23%	17%
% within resistance	100%	100%	100%	100%	100%
	No commitment from management				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	1	9	7	16	17
%within Gender	2%	18%	14%	32%	34%
% within resistance	100%	100%	100%	100%	45.9%
Male	0	3	12	15	20
%within Gender	.0%	6%	24%	30%	40%
% within resistance	.0%	25%	63.2%	48.4%	54.1%
Total	1	12	19	31	37
%within Gender	1%	12%	19%	31%	37%
% within resistance	100%	100%	100%	100%	100%

	Harder to meet goals				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	8	15	12	11	4
%within Gender	16%	30%	24%	22%	8%
% within resistance	66.7%	34.1%	54.5%	68.8%	66.7%
Male	4	29	10	5	2
%within Gender	8%	58%	20%	10%	4%
% within resistance	33.3%	65.9%	45.5%	31.3%	33.3%
Total%	12	44	22	16	6
within Gender	12%	44%	22%	16%	6%
% within resistance	100%	100%	100%	100%	100%
	Change the way things are done				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	8	18	15	7	2
%within Gender	16%	36%	30%	14%	4%
% within resistance	66.7%	37.5%	65.2%	63.6%	33.3%
Male	4	30	8	4	4
%within Gender	8%	60%	16%	8%	8%
% within resistance	33.3%	62.5%	34.8%	36.4%	66.7%
Total	12	48	23	11	6
%within Gender	12%	48%	23%	11%	6%
% within resistance	100%	100%	100%	100%	100%

	Feel like a failure				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	3	7	4	29	7
%within Gender	6%	14%	8%	58%	14%
% within resistance	75%	58.3%	66.7%	55.8%	26.9%
Male	1	5	2	23	19
%within Gender	2%	10%	4%	46%	38%
% within resistance	25%	41.7%	33.3%	44.2%	73.1%
Total	4	12	6	52	26
%within Gender	4%	12%	6%	52%	26%
% within resistance	100%	100%	100%	100%	100%
	Change forced upon				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	5	8	4	19	14
%within Gender	10%	16%	8%	38%	28%
% within resistance	100%	72.7%	66.7%	57.6%	31.1%
Male	0	3	2	14	31
%within Gender	.0%	6%	4%	28%	62%
% within resistance	.0%	27.3%	33.3%	42.4%	68.9%
Total	5	11	6	33	45
%within Gender	5%	11%	6%	33%	45%
% within resistance	100%	100%	100%	100%	100%

Lack of skills to support change					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	1	3	3	25	18
%within	2%	6%	6%	50%	36%
Gender					
% within resistance	100%	100%	60%	55.6%	39.1%
Male	0	0	2	20	28
%within	.0%	.0%	4%	40%	56%
Gender					
% within resistance	.0%	.0%	40%	44.4%	60.9%
Total	1	3	5	45	46
%within	1%	3%	5%	45%	46%
Gender					
% within resistance	100%	100%	100%	100%	100%
Lack of trust in management					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	0	5	8	27	10
%within	.0%	10%	16%	54%	20%
Gender					
% within resistance	.0%	100%	53.3%	49.1%	43.5%
Male	2	0	7	28	13
%within	4%	.0 %	14%	56%	26%
Gender					
% within resistance	100%	.0%	46.7%	50.9%	56.5%
Total	2	5	15	55	23
%within	2%	5%	15%	55%	23%
Gender					
% within resistance	100%	100%	100%	100%	100%

096611

	Change goes against beliefs and values				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	3	1	4	14	28
%within	6%	2%	8%	28%	56%
Gender					
% within resistance	100%	50%	36.4%	38%	58.3%
Male	0	1	7	22	20
%within	.0%	2%	14%	44%	40%
Gender					
% within resistance	.0%	50%	63.6%	61.1%	41.7%
Total	3	2	11	36	48
%within	3%	2%	11%	36%	48%
Gender					
% within resistance	100%	100%	100%	100%	100%

Test 1: Chi-Square Tests on Resistance to Change and Gender

	Not part of the decision making		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	11.766	4	0.019
Likelihood Ratio	12.446	4	0.014
N of Valid Cases	100		
	Unable to see benefit and payoffs		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	3.721	3	0.293
Likelihood Ratio	3.755	3	0.289
N of Valid Cases	100		
	Changing takes time and energy		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	5.329	4	0.255
Likelihood Ratio	5.601	4	0.231
N of Valid Cases			

No commitment from management			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	5.591	4	0.232
Likelihood Ratio	6.133	4	0.189
N of Valid Cases	100		
Harder to meet goals			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	8.886	4	0.064
Likelihood Ratio	9.060	4	0.060
N of Valid Cases	100		
Change the way things are done			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	7.949	4	0.093
Likelihood Ratio	8.064	4	0.089
N of Valid Cases	100		
Feel like a failure			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	8.231	4	0.083
Likelihood Ratio	8.509	4	0.075
N of Valid Cases	100		
Change forced upon			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	15.119	4	0.004
Likelihood Ratio	17.314	4	0.002
N of Valid Cases	100		
Lack of skills to support change			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	6.929	4	0.140
Likelihood Ratio	8.495	4	0.075
N of Valid Cases	100		
Lack of trust in management			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	7.476	4	0.113
Likelihood Ratio	10.181	4	0.037
N of Valid Cases	100		
Change goes against beliefs and values			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	6.929	4	0.140
Likelihood Ratio	8.120	4	0.087
N of Valid Cases	100		

Table 7 illustrates 11 cross tabulation of causes of resistance and gender, while Test 1 is the Chi-Square tests of causes of resistance and gender. The following are the results of each cross tabulation and Chi-Square according to the cause of resistance.

1. Not part of the decision - making: Both male and females agree that not being part of the decision – making process will cause them to resist. 52% of males strongly agree and 42% of females agree that not being part of the decision-making process will cause them to resist change.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 11.766. Since $11.766 > 7.78$, therefore there is a difference between gender and this resistance.

2. Unable to see benefit and payoffs: Both males and females show a high frequency of agreeing to resist change if they are unable to see the benefits and payoffs. However, although both males and females agree, the result shows that males are affected more than females.

The degree of freedom is 3. With the significance level of 0.1 and degree of freedom of 3, the critical value is 6.25. The Chi-Square that was calculated is 3.721. Since $3.721 < 6.25$, therefore there is no difference between gender and this resistance.

3. Changing takes time and energy: These cause of resistance strongly affect the males (22%) more than the females (12%).

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 5.329. Since $5.329 < 7.78$, therefore there is no difference between gender and this resistance.

4. No commitment from management: Both males and females will resist change if there is no commitment from management.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 5.591. Since $5.591 < 7.78$, therefore there is no difference between gender and this resistance.

5. Harder to meet goals: Majority of the males (58%) and females (30%) disagree that this will cause them to resist. However, females are more prone to resist this cause of resistance to change.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 8.886. Since $8.886 > 7.78$, therefore there is a difference between gender and this resistance.

6. Change the way things are done: Majority of the males (60%) and females (36%) disagree that this will cause them to resist. However, males display 66.7% of resistance, if change changes the way things are done.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 7.949. Since $7.949 > 7.78$, therefore there is a difference between gender and this resistance.

7. Feel like a failure: Both males and females agree that feeling like a failure will cause them to resist. However males are more likely to resist than females.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 8.231. Since $8.231 > 7.78$, therefore there is a difference between gender and this resistance.

8. Change forced upon: 62% of males strongly agree and 38% of females agree that resistance will be caused if change is forced upon them.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 15.119. Since $15.119 > 7.78$, therefore there is a difference between gender and this resistance.

9. Lack of skills to support change: 56% of males strongly agree and 50% of females agree that resistance will occur if there is a lack of skills.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 6.929. Since $6.929 < 7.78$, therefore there is no difference between gender and this resistance.

10. Lack of trust in management: Both males and females agree that resistance will be caused if they have no trust in management.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 7.476. Since $7.476 < 7.78$, therefore there is no difference between gender and this resistance.

11. Change goes against beliefs and values: Both males and females agree that if changes goes against their beliefs and values than resistance will occur.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 6.929. Since $6.929 < 7.78$, therefore there is no difference between gender and this resistance.

4.2.4.2. Employment Level Cross tabulation and Chi-Square Tests on Causes of Resistance

Table 8: Cross Tabulation between Causes of Resistance to Change and Employment Level

	Not part of the decision making				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	1	13	12	16	9
%within Status in Company	2%	25.5%	23.5%	31.4%	17.6%
%within Resistance	100%	86.7%	80%	48.5%	25%
Middle Management	0	2	2	11	8
%within Status in Company	.0%	8.7%	8.7%	47.8%	34.8%
%within Resistance	.0%	13.3%	13.3%	33.3%	22.2%
Senior Management	0	0	1	6	19
%within Status in Company	.0%	.0%	3.8%	23.1%	73.1%
%within Resistance	.0%	.0%	6.7%	8.2%	52.8%
Total	1	15	15	33	36
%within Status in Company	1%	15%	15%	33%	36%
%within Resistance	100%	100%	100%	100%	100%
	Unable to see benefit and payoffs				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	-	7	10	26	8
% within status in company		13.7%	19.6%	51%	15.7%
%within Resistance		63.6%	58.8%	49.1%	42.1%
Middle Management		1	4	15	3
% within status in company		4.3%	17.4%	65.2%	13%

%within Resistance		9.1%	23.5%	28.3%	15.8%
Senior Management		3	3	12	8
% within status in company		11.5%	11.5%	46.2%	30.8%
%within Resistance		27.3%	17.6%	22.6%	42.1%
Total	-	11	17	53	19
% within status in company		11.0%	17%	53%	19%
%within Resistance		100%	100%	100%	100%
Changing takes time and energy					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	2	21	12	11	5
%within status in company	3.9%	41.2%	23.5%	21.6%	9.8%
%within Resistance	33.3%	61.8%	60%	47.8%	29.4%
Middle Management	1	7	4	7	4
%within status in company	4.3%	30.4%	17.4%	30.4%	17.4%
%within Resistance	16.7%	20.6%	20%	30.4%	23.5%
Senior Management	3	6	4	5	8
%within status in company	11.5%	23.1%	15.4%	19.2%	30.8%
%within Resistance	50%	17.6%	20%	21.7%	47.1%
Total	6	34	20	23	17
%within status in company	6%	34%	20%	23%	17%
%within Resistance	100%	100%	100%	100%	100%
No commitment from management					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	0	8	9	17	17
%within status in company	.0%	15.7%	17.6%	33.3%	33.3%

%within Resistance	.0%	66.7%	47.4%	54.8%	45.9%
Middle Management	1	1	2	13	6
%within status in company	4.3%	4.3%	8.7%	56.5%	26.1%
%within Resistance	100%	8.3%	10.5%	41.9%	16.2%
Senior Management	0	3	8	1	14
%within status in company	.0%	11.5%	30.8%	3.8%	53.8%
%within Resistance	.0%	25%	42.1%	3.2%	37.8%
Total	1	12	19	31	37
%within status in company	1%	12%	19%	31%	37%
%within Resistance	100%	100%	100%	100%	100%
Harder to meet goals					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	4	22	10	12	3
%within status in company	7.8%	43.1%	19.6%	23.5%	5.9%
%within Resistance	33.3%	50%	45.5%	75%	50%
Middle Management	3	11	4	3	2
%within status in company	13%	47.8%	17.4%	13%	8.7%
%within Resistance	25%	25%	18.2%	18.8%	33.3%
Senior Management	5	11	8	1	1
%within status in company	19.2%	42.3%	30.8%	3.8^	3.8^
%within Resistance	41.7%	25%	36.4%	6.3%	16.7%

Total	12	44	22	16	6
%within status in company	12%	44%	22%	16%	6%
%within Resistance	100%	100%	100%	100%	100%
	Change the way things are done				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	5	23	14	7	2
%within status in company	9.8 %	45.1%	27.5%	13.7%	3.9%
%within Resistance	41.7%	47.9%	60.9%	63.6%	33.3%
Middle Management	3	14	3	3	0
%within status in company	13%	60.9%	13%	13%	.0%
%within Resistance	25%	29.2%	13%	27.3%	.0%
Senior Management	4	11	6	1	4
%within status in company	15.4%	42.3%	23.1%	3.8%	15.4%
%within Resistance	33.3%	22.9%	26.1%	9.1%	66.7%
Total	12	48	23	11	6
%within status in company	12%	48%	23%	11%	6%
%within Resistance	100%	100%	100%	100%	100%
	Feel like a failure				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	2	9	4	23	13
%within status in company	3.9%	17.6%	7.8%	45.1%	25.5%
%within Resistance	50%	75%	66.7%	44.2%	50%
Middle Management	0	2	1	18	2
%within status in company	.0%	8.7%	4.3%	78.3%	8.7%
%within Resistance	.0%	16.7%	16.7%	34.6%	7.7%

Senior Management	2	1	1	11	11
%within status in company	7.7%	3.8%	3.8%	42.3%	42.3%
%within Resistance	50%	8.3%	16.7%	21.2%	42.3%
Total	4	12	6	52	26
%within status in company	4%	12%	6%	52%	26%
%within Resistance	100%	100%	100%	100%	100%
Change forced upon					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	4	10	3	17	17
%within status in company	7.8%	19.6%	5.9%	33.3%	33.3%
%within Resistance	80%	90.9%	50%	51.5%	37.8%
Middle Management	1	1	1	10	10
%within status in company	4.3%	4.3%	4.3%	43.5%	43.5%
%within Resistance	20%	9.1%	16.7%	30.3%	22.2%
Senior Management	0	0	2	6	18
%within status in company	.0%	.0%	7.7%	23.1%	69.2%
%within Resistance	.0%	.0%	33.3%	18.2%	40%
Total	5	11	6	33	45
%within status in company	5%	11%	6%	33%	45%
%within Resistance	100%	100%	100%	100%	100%
Lack of skills to support change					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	0	2	3	24	22
%within status in company	.0%	3.9%	5.9%	47.1%	43.1%
%within Resistance	.0%	66.7%	60%	53.3%	47.8%

Middle Management	1	0	1	14	7
%within status in company	4.3%	.0%	4.3%	60.9%	30.4%
%within Resistance	100%	.0%	20%	31.1%	15.2%
Senior Management	0	1	1	7	17
%within status in company	.0%	3.8%	3.8%	26.9%	65.4%
%within Resistance	.0%	33.3%	20%	15.6%	37%
Total	1	3	5	45	46
%within status in company	1%	3%	5%	45%	46%
%within Resistance	100%	100%	100%	100%	100%
Lack of trust in management					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	2	3	8	30	8
%within status in company	3.9%	5.9%	15.7%	58.8%	15.7%
%within Resistance	100%	60%	53.3%	54.5%	34.8
Middle Management	0	2	1	15	5
%within status in company	.0%	8.7%	4.3%	65.2%	21.7%
%within Resistance	.0%	40%	6.7%	27.3%	21.7%
Senior Management	0	0	6	10	10
%within status in company	.0%	.0%	23.1%	38.5%	38.5%
%within Resistance	.0%	.0%	40%	18.2%	43.5%
Total	2	5	15	55	23
%within status in company	2%	5%	15%	55%	23%
%within Resistance	100%	100%	100%	100%	100%

	Change goes against beliefs and values				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	3	1	5	18	24
%within status in company	5.9%	2%	9.8%	35.3%	47.1%
%within Resistance	100%	50%	45.5%	50%	50%
Middle Management	0	0	1	5	7
%within status in company	.0%	0%	4.3%	47.8%	47.8%
%within Resistance	.0%	.0%	9.1%	30.6%	22.9%
Senior Management	0	1	5	7	13
%within status in company	0%	3.8%	19.2%	26.9%	50%
%within Resistance	.0%	50%	45.5%	15.4%	27.1%
Total	3	2	11	36	48
%within status in company	3%	2%	11%	36%	48%
%within Resistance	100%	100%	100%	100%	100%

Test 2: Chi-Square Tests on Resistance to Change and Employment Level

	Not part of the decision making		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	31.509a	8	.000
Likelihood Ratio	34.627	8	.000
N of Valid Cases	100		
	Unable to see benefit and payoffs		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	5.475a	6	.484
Likelihood Ratio	5.514	6	.480
N of Valid Cases	100		
	Changing takes time and energy		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	9.459a	8	.305
Likelihood Ratio	8.992	8	.343
N of Valid Cases	100		

	No commitment from management		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	22.308a	8	.004
Likelihood Ratio	24.891	8	.002
N of Valid Cases	100		
	Harder to meet goals		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	8.068a	8	.427
Likelihood Ratio	8.754	8	.363
N of Valid Cases	100		
	Change the way things are done		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	10.168a	8	.253
Likelihood Ratio	10.914	8	.207
N of Valid Cases	100		
	Feel like a failure		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	14.707a	8	.065
Likelihood Ratio	15.967	8	.043
N of Valid Cases	100		
	Change forced upon		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	16.084a	8	.041
Likelihood Ratio	19.438	8	.13
N of Valid Cases	100		
	Lack of skills to support change		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	11.062a	8	.198
Likelihood Ratio	11.438	8	.178
N of Valid Cases	100		
	Lack of trust in management		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	12.585a	8	.127
Likelihood Ratio	14.877	8	.062
N of Valid Cases	100		
	Change goes against beliefs and values		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	7.906a	8	.443
Likelihood Ratio	9.387	8	.311
N of Valid Cases	100		

Table 8 illustrates 11 cross tabulation of causes of resistance and employment level, while Test 2 is the Chi-Square tests of causes of resistance and employment level. The following are the results of each cross tabulation and Chi-Square according to the cause of resistance.

1. Not part of the decision - making: Management strongly agrees to resist if not being part of the decision – making process. Junior level employees display a neutral response.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 31.509. Since $31.509 > 13.36$, therefore there is a difference between employment level and this resistance.

2. Unable to see benefit and payoffs: Management agrees to resist change if they cannot see the benefits and payoffs, while junior level employees display a high percent (63.6%) to disagreeing with this.

The degree of freedom is 6. With the significance level of 0.1 and degree of freedom of 6, the critical value is 10.64. The Chi-Square that was calculated is 5.475. Since $5.475 < 10.64$, therefore there is no difference between employment level and this resistance.

3. Changing takes time and energy: 41.2% of junior level employees disagree that resistance will be caused due to change taking more time and energy however management strongly agree that resistance will be caused.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 9.459. Since $9.459 < 13.36$, therefore there is no difference between employment level and this resistance.

4. No commitment from management: Both management and junior level employee agree that resistance will be caused if there is no commitment from management/upper management.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 22.308. Since $22.308 > 13.36$, therefore there is a difference between employment level and this resistance.

5. Harder to meet goals: Both management and junior level employees disagree that resistance will be caused if goals are harder to meet. However 23.5% junior level employees, 13% of middle management and 3.8% of senior management agree that this will affect them.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 8.068. Since $8.068 < 13.36$, therefore there is no difference between employment level and this resistance.

6. Change the way things are done: Both management and junior level employees disagree that resistance will be caused if the way things are done changes.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 10.168. Since $10.168 < 13.36$, therefore there is no difference between employment level and this resistance.

7. Feel like a failure: Both management and junior level employees agree that feeling like a failure will cause them to resist change.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is

14.707. Since $14.707 > 13.36$, therefore there is a difference between employment level and this resistance.

8. Change forced upon: 43.5% of middle management, 69.2% of senior management and 33.3% of junior level employees strongly agree that resistance will occur if change is forced upon them; while 19.6% of junior level employees disagree that resistance will occur if change is forced upon them.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 16.084. Since $16.084 > 13.36$, therefore there is a difference between employment level and this resistance.

9. Lack of skills to support change: Both management and junior level employees agree that a lack of skills will cause them to resist.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 11.062. Since $11.062 < 13.36$, therefore there is no difference between employment level and this resistance.

10. Lack of trust in management: Middle and senior management agrees and strongly agrees that a lack of trust from upper management will cause resistance. Junior level employees also agree (58.8%) to this.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 12.585. Since $12.585 < 13.36$, therefore there is no difference between employment level and this resistance.

11. Change goes against beliefs and values: Both management and junior level employees equally agree that resistance will be caused if change goes against their beliefs and values.

The degree of freedom is 8. With the significance level of 0.1 and degree of freedom of 8, the critical value is 13.36. The Chi-Square that was calculated is 7.906. Since $7.906 < 13.36$, therefore there is no difference between gender and this resistance.

4.2.4.3. Gender Cross tabulation and Chi-Square Tests on Overcoming Resistance in Employees

Table 9: Cross Tabulation between Strategies to Overcome Resistance to Change in Employees and Gender

	Receiving adequate information				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	1	2	2	11	9
%within Gender	4%	8%	8%	44%	36%
% within Overcome receiving information	100%	100%	80%	47.8%	45%
Male	0	0	3	12	11
%within Gender	.0%	.0%	11.5%	46.2%	42.3%
% within Overcome receiving information	0%	.0%	60%	52.25	55%
Total	1	2	5	23	20
%within Gender	2%	3.9%	9.8%	45.1%	39.2%
% within Overcome receiving information	100%	100%	100%	100%	100

	Involvement in decision making				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	5	3	3	10	4
%within Gender	20%	12%	12%	40%	16%
% within Overcome involvement in decision making	100%	50%	50%	38.5%	50%
Male	0	3	3	16	4
%within Gender	.0%	11.5%	11.5%	61.5%	15.4%
% within Overcome involvement in decision making	.0%	50%	50%	61.1%	50%
Total	5	6	6	26	8
%within Gender	9.8%	11.8%	11.8%	51%	15.7%
% within Overcome involvement in decision making	100%	100%	100%	100%	100%
	Skills transfer				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	-	-	1	15	9
%within Gender			4%	60%	
% within Overcome skills transfer			14.3%	50%	
Male	-	-	6	15	5
%within Gender			23.1%	57.7%	19.2%
% within Overcome skills transfer			85.7%	50.0%	35.7%

Total	-	-	7	30	14
%within			13.7%	58.8%	27.5%
Gender					
% within			100.0%	100.0%	100.0%
Overcome skills transfer					
Trust in management					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	2	3	5	8	7
%within	8.0%	12.0%	20.0%	32.0%	28.0%
Gender					
% within	66.7%	75.0%	35.7%	47.15	53.8%
Overcome trust in management					
Male	1	1	9	9	6
%within	3.8%	3.8%	34.6%	34.6%	23.1%
Gender					
% within	33.3%	25.0%	64.3%	52.9%	46.2%
Overcome trust in management					
Total	3	4	14	17	13
%within	5.9%	7.8%	27.5%	33.3%	25.55
Gender					
% within	100.0%	100.0%	100.0%	100.0%	100.0%
Overcome trust in management					
Motivation from management					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	1	2	4	8	10
%within	4.0%	8.0%	16.05	32.0%	40.0%
Gender					
% within	100.0%	100.0%	30.85	53.3%	50.0%
Overcome management motivation					
Male	0	0	9	7	10
%within	.0%	.0%	34.6%	26.9%	38.5%
Gender					
% within	.0%	.0%	69.2%	46.7%	50.0%
Overcome management motivation					

Total	1	2	13	15	20
%within	2.0%	3.9%	25.5%	29.4%	39.2%
Gender					
% within	100.0%	100.0%	100.0%	100.0%	100.0%
Overcome management motivation					
Rewards and Payoffs					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	2	3	2	8	10
%within	8.0%	12.0%	8.0%	32.0%	40.0%
Gender					
% within	100%	60.0%	40.0%	53.3%	41.7%
Overcome rewards and payoffs					
Male	0	2	3	7	14
%within	.0%	7.7%	11.5%	26.9%	53.8%
Gender					
% within	.0%	40.0%	60.0%	46.7%	58.3%
Overcome rewards and payoffs					
Total	2	5	5	15	24
%within	3.9%	9.8%	9.8%	29.4%	47.1%
Gender					
% within	100.0%	100.0%	100.0%	100.0%	100.0%
Overcome rewards and payoffs					

Test 3: Chi-Square Tests on Overcoming Resistance to Change in Employees and Gender

	Receiving adequate information		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	3.452a	4	.489
Likelihood Ratio	4.584	4	.333
N of Valid Cases	51		

Involvement in decision making			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	6.367a	4	.173
Likelihood Ratio	8.309	4	.081
N of Valid Cases	51		
Skills transfer			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	4.696a	2	.096
Likelihood Ratio	5.102	2	.078
8N of Valid Cases	51		
Trust in management			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	2.593a	4	.628
Likelihood Ratio	2.661	4	.616
N of Valid Cases	51		
Motivation from management			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	4.972a	4	.290
Likelihood Ratio	6.180	4	.186
N of Valid Cases	51		
Rewards and Payoffs			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	3.115a	4	.539
Likelihood Ratio	3.892	4	.421
N of Valid Cases	51		

Table 9 illustrates 6 cross tabulation of strategies to overcome of resistance in employees and gender, while Test 3 is the Chi-Square tests for overcoming resistance and gender. The following are the results of each cross tabulation and Chi-Square according to the strategy to overcome of resistance.

1. Receiving adequate information: Both males and females agree that receiving adequate information will decrease resistance.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 3.425. Since $3.425 < 7.78$, therefore there is no difference between gender and this strategy of overcoming resistance.

2. Involvement in decision- making: Males (61.5%) and females (40%) agree that being involved in the decision making process will reduce resistance. However 20% of females strongly do not agree that involvement will reduce resistance.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 6.367. Since $6.367 < 7.78$, therefore there is no difference between gender and this strategy of overcoming resistance.

3. Skills transfer: Both males and females equally agree that skill transfer will reduce resistance.

The degree of freedom is 2. With the significance level of 0.1 and degree of freedom of 2, the critical value is 4.60. The Chi-Square that was calculated is 4.696. Since $4.696 > 4.60$, therefore there is a difference between gender and this strategy of overcoming resistance.

4. Trust in Management: Both males and females agree that having trust in management will reduce resistance. However 34.6% males are neutral.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 2.593. Since $2.593 < 7.78$, therefore there is no difference between gender and this strategy of overcoming resistance.

5. Motivation from Management: An equal proportion of males and females strongly agree that motivation from management will decrease resistance.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 4.972. Since $4.972 < 7.78$, therefore there is no difference between gender and this strategy of overcoming resistance.

6. Rewards and Payoffs: 53.8% of males strongly agree that rewards and payoffs can be used to reduce the resistance, while 40% of females believe that rewards and payoffs can be used to reduce resistance.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 3.115. Since $3.115 < 7.78$, therefore there is no difference between gender and this strategy of overcoming resistance.

4.2.4.4. Gender Cross tabulation on Overcoming Resistance in Management

Table 10: Cross Tabulation between Strategies to Overcome Resistance to Change in Management and Gender

	Receiving adequate information				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	-	-	1	13	11
%within Gender			4.0%	52.0%	44.0%
% within Overcome receiving information			33.3%	61.9%	44.0%
Male	-	-	2	8	14
%within Gender			8.3%	33.3%	58.3%
% within Overcome receiving information			66.7%	38.1%	56.0%
Total	-	-	3	21	25
%within Gender			6.1%	42.9%	51.0%
% within Overcome receiving information			100.0%	100.0%	100.0%

	Being part of negotiation process				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	-	-	5	13	7
%within Gender			20.0%	52.0%	28.0%
% within Overcome negotiation process			55.6%	48.1%	53.8%
Male	-	-	4	14	6
%within Gender			16.7%	58.3%	25.0%
% within Overcome negotiation process			44.4%	51.9%	46.2%
Total	-	-	9	27	13
%within Gender			18.4%	55.1%	26.5%
% within Overcome negotiation process			100.0%	100.0%	100.0%
	Implementation of change ethically				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	1	4	9	9	2
%within Gender	4.0%	16.0%	36.0%	36.0%	8.0%
% within Overcome implementing change ethically	100.0%	100.0%	69.2%	36.0%	33.3%
Male	0	0	4	16	4
%within Gender	.0%	.0%	16.7%	66.7%	16.7%
% within Overcome implementing change ethically	.0%	.0%	30.8%	64.0%	66.7%

Total	1	4	13	25	6
%within	2.0%	8.2%	26.5%	51.0%	12.2%
Gender					
% within	100.0%	100.0%	100.0%	100.0%	100.0%
Overcome implementing change ethically					
	Rewards and Payoffs				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	0	-	7	6	12
%within	.0%		28%	24.0%	48.0%
Gender					
% within	.0%		87.5%	40.0%	48.0%
Overcome rewards and payoffs in management					
Male	1	-	1	9	13
%within	4.2%		4.2%	37.5%	54.2%
Gender					
% within	100%		12.5%	60%	52.0%
Overcome rewards and payoffs in management					
Total	1	-	8	15	25
%within	2.0%		16.3%	30.6%	51.0%
Gender					
% within	100.0%		100.0%	100.0%	100.0%
Overcome rewards and payoffs in management					

Test 4: Chi-Square Tests on Overcoming Resistance to Change in Management and Gender

	Receiving adequate information		
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	1.864a	2	.394
Likelihood Ratio	1.882	2	.390
N of Valid Cases	49		

Being part of negotiation process			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	.205a	2	.903
Likelihood Ratio	.205	2	.903
N of Valid Cases	49		
Implementation of change ethically			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	9.533a	4	.049
Likelihood Ratio	11.551	4	0.21
N of Valid Cases	49		
Rewards and Payoffs			
	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	6.122a	3	.106
Likelihood Ratio	7.072	3	.070
N of Valid Cases	49		

Table 10 illustrates 4 cross tabulation of strategies to overcome of resistance management and gender, while Test 4 is the Chi-Square tests for overcoming resistance in management and gender. The following are the results of each cross tabulation and Chi-Square according to the strategy to overcome of resistance.

1. Receiving adequate information: Both males and females agree that receiving adequate information will decrease resistance.

The degree of freedom is 2. With the significance level of 0.1 and degree of freedom of 2, the critical value is 4.60. The Chi-Square that was calculated is 1.864. Since $1.864 < 4.60$, therefore there is no difference between gender and this strategy of overcoming resistance.

2. Being part of negotiation process: Both males and females agree that being part of the negotiation process will reduce resistance.

The degree of freedom is 2. With the significance level of 0.1 and degree of freedom of 2, the critical value is 4.60. The Chi-Square that was calculated is 0.205. Since $0.205 < 4.60$, therefore there is no difference between gender and this strategy of overcoming resistance.

- Implementation of change ethically: Males (66.7%) agree while females (136%) agree that ethical implementation of change will reduce change. However, males are more prone to agreeing that this will decrease resistance than females.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 9.533. Since $9.533 > 7.78$, therefore there is a difference between gender and this strategy of overcoming resistance.

- Rewards and Payoffs: Males (54.2%) agree that rewards and payoffs will reduce change. 28% females are neutral in believing that rewards and payoffs will reduce resistance.

The degree of freedom is 3. With the significance level of 0.1 and degree of freedom of 3, the critical value is 6.25. The Chi-Square that was calculated is 6.122. Since $6.122 < 6.25$, therefore there is no difference between gender and this strategy of overcoming resistance.

4.2.4.5. Employment Level Cross tabulation on Overcoming Resistance in Employees

Table 11: Cross Tabulation between Strategies to Overcome Resistance to Change Employees and Employment Level

	Receiving adequate information				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	1	2	5	23	20
%within status in company	2%	3.9%	9.8%	45.1%	39.2%
%within Overcome-receiving information	100%	100%	100%	100%	100%

	Involvement in decision making				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	5	6	6	26	8
%within status in company	9.8%	11.8%	11.8%	51%	15.7%
%within Overcome-involvement in decision making	100%	100%	100%	100%	100%
	Skills transfer				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	-	-	7	30	14
%within status in company			13.7%	58.8%	27.5%
%within Overcome-skills transfer			100%	100%	100%
	Trust in management				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	3	4	14	17	13
%within status in company	5.9%	7.8%	27.5%	33.3%	25.5%
%within Overcome – trust in management	100%	100%	100%	100%	100%
	Motivation from management				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Junior	1	2	13	15	20
%within status in company	2%	3.9%	25.5%	29.4%	39.2%
%within Overcome-management motivation	100%	100%	100%	100%	100%
	Rewards and Payoffs				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Junior	2	5	5	15	24
%within status in company	3.9%	9.8%	9.8%	29.4%	47.1%
%within Overcome - rewards and payoffs	100%	100%	100%	100%	100%

Table 11 illustrates 6 cross tabulation of strategies to overcome of resistance in employees and employment level. The following are the results of each cross tabulation according to the strategy to overcome of resistance.

1. Receiving adequate information: 45.1% of junior level employees agree that receiving adequate information will decrease resistance.
2. Involvement in decision- making: Junior level employees agree that receiving adequate information will lower resistance. However 9.8% strongly disagree that involvement can decrease resistance.
3. Skills transfer: 58.8% of junior level employees agree that skill transfer will decrease resistance
4. Trust in Management: 33.3% of junior level employees agree that having trust in management will reduce resistance
5. Motivation from Management: 39.2% of junior level employees strongly agree that motivation from management will reduce resistance
6. Rewards and Payoffs: 47.1% of junior level employees agree that rewards and payoffs will decrease resistance

4.2.4.6. Employee Level Cross tabulation on Overcoming Resistance in Management

Table 12: Cross Tabulation between Strategies to Overcome Resistance to Change in Management and Employment Level

	Receiving adequate information				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Middle Management	-	-	2	12	9
%within status in company			8.75%	52.2%	39.1%
%within-Overcome-receiving information			66.7%	57.1%	36.0%
Senior Management			1	9	16
%within status in company			3.8%	34.6%	61.5%
%within-Overcome-receiving information			33.3%	42.9%	64.0%
Total			3	21	25
%within status in company			6.1%	42.9%	51.0%
%within-Overcome-receiving information			100.0%	100.0%	100.0%
	Being part of negotiation process				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Middle Management	-	-	3	17	3
%within status in company			13.0%	73.9%	13.0%
%within-Overcome-being part of the			33.3%	63.0%	23.1%

negotiation process					
Senior Management			6	10	10
%within status in company			23.1%	38.5%	38.5%
%within Overcome-being part of the negotiation process			66.7%	37.0%	76.9%
Total			9	27	13
%within status in company			18.4%	55.1%	26.5%
%within Overcome-being part of the negotiation process			100.0%	100.0%	100.0%
	Implementation of change ethically				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Middle Management	1	1	10	10	1
%within status in company	4.3%	4.3%	43.5%	43.5%	4.3%
%within Overcome-implementing change ethically	100%	25%	76.9%	40%	16.7%
Senior Management	0	3	3	15	5
%within status in company	.0%	11.5%	11.5%	57.7%	19.2%
%within Overcome-implementing change ethically	.0%	75%	23.1%	60%	83.3%

Total	1	4	13	25	6
%within status in company	2%	8.2%	26.5%	51%	12.2%
%within Overcome- implementing change ethically	100%	100%	100%	100%	100%
Rewards and Payoffs					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Middle Management	0	-	5	10	8
%within status in company	.0%		21.7%	43.5%	34.8%
%within Overcome- rewards and payoffs in management	.0%		62.5%	66.7%	32%
Senior Management	1	-	3	5	17
%within status in company	3.8%		11.5%	19.2%	65.4%
%within Overcome- rewards and payoffs in management	100%		37.5%	33.3%	68%
Total	1	-	8	15	25
%within status in company	2%		16.3%	30.6%	51%
%within Overcome- rewards and payoffs in management	100%		100%	100%	100%

Test 5: Chi-Square Tests on Overcoming Resistance to Change in Management and Employment Level

Receiving adequate information			
	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	2.548a	2	.280
Likelihood Ratio	2.573	2	.276
N of Valid Cases	49		
Being part of negotiation process			
	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	6.424a	2	.040
Likelihood Ratio	6.648	2	.036
N of Valid Cases	49		
Implementation of change ethically			
	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	9.287a	4	.054
Likelihood Ratio	10.143	4	.038
N of Valid Cases	49		
Rewards and Payoffs			
	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	6.246a	3	.100
Likelihood Ratio	6.721	3	.081
N of Valid Cases	49		

Table 12 illustrates 4 cross tabulation of strategies to overcome of resistance in management and employment level, while Test 5 is the Chi-Square tests for overcoming resistance in management and employment level. The following are the results of each cross tabulation and Chi-Square according to the strategy to overcome of resistance.

1. Receiving adequate information: Management (51.0%) strongly agrees that receiving adequate information will decrease resistance.

The degree of freedom is 2. With the significance level of 0.1 and degree of freedom of 2, the critical value is 4.60. The Chi-Square that was calculated is 2.548. Since $2.548 < 4.60$, therefore there is no difference between employment level and this strategy of overcoming resistance.

2. Being part of negotiation process: Management (55.1%) agrees that being part of the negotiation process will decrease resistance.

The degree of freedom is 2. With the significance level of 0.1 and degree of freedom of 2, the critical value is 4.60. The Chi-Square that was calculated is 6.424. Since $6.424 > 4.60$, therefore there is a difference between employment level and this strategy of overcoming resistance.

3. Implementation of change ethically: Management (51.0%) agrees that ethically implementation of change will reduce resistance. 26.5% of management is neutral.

The degree of freedom is 4. With the significance level of 0.1 and degree of freedom of 4, the critical value is 7.78. The Chi-Square that was calculated is 9.287. Since $9.287 > 7.78$, therefore there is a difference between employment level and this strategy of overcoming resistance.

4. Rewards and Payoffs: Management (51.0%) strongly agrees that rewards and payoffs will decrease resistance.

The degree of freedom is 3. With the significance level of 0.1 and degree of freedom of 3, the critical value is 6.25. The Chi-Square that was calculated is 6.246. Since $6.246 < 6.25$, therefore there is no difference between employment level and this strategy of overcoming resistance.

4.3. Conclusion

In the above chapter descriptive statistics illustrated the sample population used in the study. Descriptive statistics were also used to demonstrate how the respondents perceived the relationship between Causes of Resistance to Change and Strategies to Overcome Resistance. . The subcomponents were arranged in descending order with a lack of skills to support change and receiving adequate information rated as the highest respectively.

In order to achieve the objects of this study, it was vital that cross tabulation be undertaken and carefully analysed. The results of the study illustrated that there was a difference between cause in resistance in males and causes of resistance in females. Furthermore the findings suggest that employment level do have an impact on Causes of Resistance.

The reasons for why resistance occurs are as complex as the people who bring them about. There is no formula for identifying the causes of resistance, if that were the case, then managers would simply look up the causes and impede their occurrence by avoiding the situations that cause them. Being a manager involved in change management means that the manager needs to understand how human behaviour works, as this will assist them to be sensitive to employees' needs and also this knowledge will assist them to devise strategies that do not just cure the resistance, but get to the root of the problem.

Resistance is a natural part of change. Resistance must be viewed as a 'gateway' that allows managers to select the most appropriate change for the current situation. Resistance must be identified then managed correctly. Resistance is not the primary reason why changes fail. However it does play an important part in why changes fail. Management's reaction to resistance must follow a strategy that will resolve the restraints to change.

5.1. Introduction

The purpose of this dissertation was to examine the causes of resistance to change that affects males and females. The researcher also investigated whether resistance to change differed between junior employees and management.

Chapter one introduced the study by providing a brief background to topic. Firstly it discussed change and what is meant by change. According to Kemp T.H (2000:1) change is “An alteration, substitution or differing from the way things have been done in the past.”

Secondly, change management was discussed. Change management is a management technique, and like other management techniques, it can be used to plan, co-ordinate, and handle any system changes that could disrupt every day business of an organization. (Frenzel, 1999) The deficiency of change management processes in organizations today must also be realised in order to prepare and plan to keep up with the times

Lastly, the emergence of resistance to change from the change process. When management attempts to initiate change, they may quite intentionally develop conditions, which seem like serious threats to many individuals and groups in the organization. (Johns R., 1963)

Chapter two provided an extensive review of literature on the subject of Resistance to Change. Definitions of Resistance to Change were discussed, by tracing through a timeline. The importance of this study is that employees need to assess proposed changes first and foremost in terms of what these goals are likely to do to their status. How employees respond to changes is largely based on their perceptions of the suggested changes.

Dent and Goldberg (1999) states that authors view resistance to change as a given and they do not define it. However there is a great similarity from text to text in the description of causes of resistance to change

Chapter three included an explanation of the study's research methodology. Quantitative research was conducted. The sample chosen for the study comprised of an equal amount of males and females. It also comprised of junior level employees and management level employees. The final sample consisted of a hundred (100) respondents, of which forty nine (49) were in management positions and fifty one (51) junior level employees. A non-probability convenience sampling technique was used and respondents were given a hard copy of the self-administered questionnaire. The questionnaire that was used was adapted and was developed by Karen Korth (1998) called "Change Survey."

Overcoming resistance to change was to help determine what employees assume is the most important items that must be done so that resistance can be reduced or overcome.

Chapter four presented the results of the research, with the first part describing the demographic profile of the sample. Thereafter the different causes of Resistance to Change were ranked in descending order. The cross tabulation were then presented, it was found that there is a difference in the causes of resistance that affects males and females.

This chapter examines the outcomes and conclusions of the study, in addition to addressing the research question outlined in chapter one. The findings are investigated in the light of the hypotheses posed in the study. The implications of the results and possible avenues for future research, as well as the limitations will be discussed.

5.2. Addressing the Research Question

The reasons for why resistance occurs are as complex as the people who bring them about. There is no formula for identifying the causes of resistance, if that were the case, and then managers would simply look up the causes and impede their occurrence by avoiding the situations that cause them. Being a manager involved in change management means that the manager needs to understand how human behaviour works, as this will assist them to be sensitive to employees' needs and also this knowledge will assist them to devise strategies that do not just cure the resistance, but get to the root of the problem. (Spiegelman B.M, 1996).

Chapter one presented the objectives, which this study aims to address.

In order to explore the first objectives, descriptive statistics were used to determine which causes of resistance were most important. The causes of resistance were ranked in descending order as follows: Lack of skills to support change, Change goes against beliefs and values, Change is forced upon, Lack of trust in management, no commitment from management, Not part of the decision making, feels like a failure, Unable to see benefits and payoffs, Changing takes time and energy and harder to meet goals

Lack of skills to support change rated as the highest cause of resistance with a mean value of 4.3200. This could imply that lack of skills is a major cause of resistance.

Change goes against the belief and values of individuals is rated as the second highest with a mean value of 4.2400, followed by change is forced upon the individuals with a mean value of 4.0200. This indicates that emotional issues impact impacts more on the causes of resistance to change than physical issues.

In examining the second objectives, i.e. to establish which causes of resistance affects more on males than compared to females, a cross tabulation between gender and the causes of resistance was prepared. The following emerged.

From the analysis it was found that there is a difference between males and females and their causes of resistance. Males display a higher frequency of resisting change if benefits and payoffs cannot be seen. This is consistent with Hofstede's (1998) study that shows the state of mind between male and female is very different. Males will resist change more than females if change takes more time and energy.

Females are more prone to resist change than males if change makes it harder to meet goals. Although both males and females do disagree that this will cause them to resist. According to Hofstede's (1998) study females believe that one works in order to live.

The third objective of this study focused on the difference between junior level employees and management and causes of resistance to change.

Management is more prone to resist change if not part of the decision making process. Junior level employees disagree that, resistance will occur if change takes more time and energy, management however agrees to resist. Junior level employees are more prone to agree than management that resistance will occur if it's harder to meet goals. Management agrees more than juniors that resistance will occur if change is forced upon them

The fourth objective to reveal the employees' and management attitudes on overcoming resistance to change shows the following results:

Junior level employees believe that receiving adequate information is most important. It rated the highest with a mean value of 4.1569. Closely followed is skills transfer. Mescon (1999) states that "One way to motivate anxious employees is to sponsor training that will sharpen skills or to offer retraining that will give employees entirely new skills." Being involved in decision-making process has the lowest mean of 3.5098. This indicates that the strategy to involve junior level employees may not reduce their resistance to change.

Management also believes that receiving adequate information is most important, which rates the highest with the mean of 4.4490. While ethical implementation of change is the lowest with the mean of 3.6327.

Receiving adequate information strategy rates the highest for both management's resistance and junior level employees. Robbins S.P and Decenzo D.A (2001) states that "everything one does involves communication." Therefore receiving adequate information can overcome resistance.

5.3. Implications, recommendations and limitations

The findings of this study have a number of important implications both for organizations and industry. Firstly potential explanations for these findings vary. The organization that was selected for the study was in the commerce industry. Therefore the results are concentrated on a specific type of organization and can vary within organizations within industries. Perhaps there is further scope for research where causes of resistance is studied and compared within different organization and different industries and with a larger sample.

The study established that there are differences between males and females causes of resistance. Organizations should learn early in the change process what causes are likely to affect males and females and resolve these resistance as quickly as possible.

A second possibility a lack of skill transfer will likely cause resistance. Organizations need to budget for training and development programs to reduce resistance. Organization also needs to take person's belief and values into consideration when implementing change. It is important to consider culture because it influences the people's response and interpretation of strategic issues (Reese. 1994). It is very rare that there is a uniform culture within the organization. These cultural differences often lead to conflict, especially if the groups or individuals concerned have convictions that they feel very strongly about (Ansoff, 1984). To set aside one's cultural belief and consider the change objectively requires a mind shift. However problems arise when a mind shift is required for a change because "a mind shift is

similar to a paradigm shift. It involves putting aside any reservations one might have had, and considering renewal with an open mind”, says Roussouw (1994)

5.3.1. Limitations

The study will be conducted in the commerce industry. This organization is currently undergoing a structural change process. The sample will be selected from the employees' that are currently being employed by this organization. Therefore, this will be limited with respect to generalizing the causes of resistance that influence the male and female gender as the sample is not representative of the entire population.

The research focused on the causes of resistance to change described by Hultman K, (1995). It will therefore be limited, as it will not address other factors, which aid people to resist.

Another limitation was the time frame in which the study was conducted. The researcher planned to collect all the data within a two-month period. Finally the dearth of literature available on the topic posed a real problem for the researcher; as this is quite difficult in comparing gender and causes of resistance.

5.4. Areas for future research

Organizations may be able to use the results of this study to implement strategies that may help to reduce resistance to change. Organizations need to assess their employees and identify areas needing attention and embark on change programs to reduce resistance.

A future research can be conducted where causes of resistance is studied and compared within different organization and different industries and with a larger sample. Secondly, research might be conducted on the causes of resistance to change that affects different race groups although a much larger sample will be required for this type of research. It would be interesting to know if certain race groups resist

more than other. Organizations could well use these results to enhance the change process.

Finally a future study that might be conducted that examines covert resistance and overt resistance. The present study only investigated male and female overt resistance among junior level employees and managers. Such a study would provide additional information on resistance to change.

5.5. Conclusions

Winston Churchill once said “there is nothing wrong in change if it is in the right direction. To improve is to change, so to be perfect is to have changed often” If the resistance to change can be overcome, and the employee is sincerely open to an innovative or “different” approach to the new or existing business situation, a major hurdle has been overcome toward the new system (Finney R, 1999).

Bibliography

- Anastasi, A.** (1976). *Psychological testing*, 4th ed. New York; Macmillan
- Ansoff, H I.** (1984), *Implanting Strategic Management*, Englewood Cliffs, Prentice Hall
- Assad, M.** *Causes of Resistance to Change*, www.valuecreationgroup.com/change_management_101.htm
- Assad, M.** *Reducing Resistance to Change*, www.valuecreationgroup.com/change_management_102.htm
- Barry, J.** *How to Handle Resistance to Change*, <http://www.odservices.com/article2.htm>
- Bolognese, A. F.** (2002) *Employee Resistance to Organizational Change*, www.newfoundations.com/OrgTheory/Bolognese721.html
- Bridges, W.** (1991) *Managing Transitions – Making the Most of Change*, United States, Addison – Wesley Publishing Company
- Carnall, C.A.** (1986), *Toward a theory for the evaluation of organizational change*, Human Relations, Vol.39, No.8 745-66
- Coetsee, L.** (1999). *From resistance to commitment*, Public Administration, Quaderly summer, 1999: 204-222.
- Coghlan, D.** (1993), *A person-centred approach to dealing with resistance to change*, Leadership & Organization Development Journal, Vol. 14 No. 10-14
- Coopers, D.R. & Schindler, P. S.** (2001). *Business Research Methods*. 7th Ed. Mc Graw and Hill.
- Coopers, D.R. & Schindler, P. S.** (2003). *Business Research Methods*. 8th Ed. Mc Graw and Hill.
- Cresswell, J. W.** (1994). *Research Design: Qualitative and Quantitative Approaches*. Thousand Oaks, CA: Sage Publications
- Cronbach, L.J. & Meehl, P.C.** (1955). *Construct validity in psychological tests*. Psychological bulletin, 52: 281-302
- Darling, P.** (1993), *Getting results: the trainer's skills*, Management Developemnt Review, Vol. 6 No 5, 25-9

- de Jager, P.** (2001), *Resistance to change: a new view of an old problem*, The Futurist, May/Jun, 2001:24-27
- Dent, E. & Goldberg, S.** (1999), *Challenging "resistance to change."* 11x Journal of Applied Behavioral Science March, 25-41
- Finney, R.** (1999), *Creating Interest and Overcoming Resistance to Change*, <http://www.itmweb.com/essay007.htm>
- Folger, R. & Skarlicki, D.** (1999). *Unfairness and resistance to change: hardship as mistreatment*, Journal of Organizational Change Management, 1999:35-50.
- Foote, D.** *The futility of resistance (to change)*, www.itworld.com/career/2009/CWDO10115STO56246/
- Fred R David** (1986), *Fundamentals of Strategic Managements*, Merrill Publishing Company
- Frenzel, Carroll** (1999) *Management of Information Technology*. 3rd Edition, Cambridge
- Gibson, Ivancevich and Donnelly** (2000) *Organizations Behaviour Structure Processes*, McGraw – Hill Companies. Inc
- Greenberg, J. and Baron, R.A.** (1997), *Behaviour in Organizations*, Prentice Hall. Inc
- Hofstede G.** (1998), *Masculinity and Femininity: The Taboo Dimension of National Cultures*, Thousand Oaks CA: Sage Publications.
- Holbert, N. & Speece, M.** (1993). *Practical Marketing Research*. New York: Prentice Hall.
<http://www.andersonconsulting.com/org/resist/htm>
<http://www.kdinc.com/search1.htm>
- Hultman, K.** (1995), *Scaling the wall of resistance*, Training & Development, October 1995:15-22.
- Janas, M.** *Recognizing the face of resistance*, www.nsd.org/library/jsd/janas193.html
- Johns R.** (1963), *Confronting Organizational Change*, Association press
- Kegan, R. & Lahey, L.** (2001) *The real reason people won't change*, Harvard Business Review, November 2001:85-92.
- Kemp, T.H.** (2000) *Implementing Change in the Organization*, University of Phoenix, www.apollolibrary.com
- Kenny, D.A.** (1979). *Correlations and causality*. New York: Wiley.

- Kirkman, B.** (2000). *Why do employees resist teams? examining the "resistance barrier" to work team effectiveness*, International Journal of Conflict Management, 2000:74-93.
- Korth, K.** (1998), Ed.D. Instructional Technology Specialist of South Dakota Vermillion, SD, www.naturalbridgescorp.com/kkorth.intrument.html
- Kotter, J. P., & Schlesinger, L.A.** (1979). *Choosing strategies for change*. Harvard Business Review, 1979:106-114.
- Kotter, J.P.**, (1995). *Leading Change: Why transformation efforts fail*, Harvard Business Review, 1995:59-67.
- Lynch R** (2000) *Corporate Strategy* 2nd Edition, Harlow, England. Prentice Hall/Financial Times,
- Martins, F.J.C.** (2002), *Change and its Management*, www.icon.co.za/~fjcm/change.htm
- Mescon, Bovee and Thill** (1999) *Business Today* 9th Edition, Upper Saddle River, New Jersey, Prentice Hall Inc.
- Morgan, G.** (1997) *Images of organization* Thousand Oaks, CA: Sage Publications, Inc.
- Myers, K and Robbins, M.** (1991), *10 rules for change, Executive Excellence*, Vol. 8 No. 5, 9-10
- Nadler, D.A.** (1981), *Managing organizational change: an integrative perspective*, The Journal of Applied Behavioural Science, Vol. 17 No. 2 191-211
- Norusis, M.J.** (1994). SPSS Professional Statistics 6.1 USA
- Nunnally, J.C.** (1976). *Psychometric theory*, 2nd ed. New York: McGraw-Hill.
- Peter, B.G.** 2001, *Overcoming Resistance to Employee Involvement*, http://www.teambuilding.com/articles_overcoming_resistance.htm
- Phillips, W.** (2002) *Resistance to Change*,
- Piderit, S.K.** (2000) *Rethinking resistance and recognizing ambivalence: a multidimensional view of attitudes toward an organizational change*. Academy of Management –October 794. A, 783
- Reese, K.** (1994) *Managing the Corporate Future*, Johnnesburg, Southern Book Publishers (Pty) Ltd
- Resistance to Change*, <http://www.umich.edu/~itdtq/2.1.resitance.to.change.html>
- Richardson, J.** *Dealing with Resisters Biggest Challenge for Staff Developers*, www.nsdc.org/library/developer/dev3-97rich.html

- Robbins, S.P.** (2001) *Organizational Behaviour*, Upper Saddle River, New Jersey, Prentice Hall Inc.
- Robbins, S.P. and Decenzo, D.A.** (2001) *Fundamentals of Management* 3rd Edition, Upper Saddle river, New Jersey, Prentice Hall Inc.
- Roussouw D (1994) in Smit E and Morgan N I (Editors)** (1996) *Contemporary Issues in Strategic Management*, Pretoria, Kagiso Tertiary and Centre for Design Development
- Schmitt, N.W. & Stults, D.M.** (1985). *Factors defined by negatively keyed items: The results of careless respondents?* Applied Psychological Measurement, 9: 367-373
- Smith, K.K.,** (1982) *Groups in conflict: Prisons in disguise*, Dubuque, IA: Kendall/Hunt.
- Spiegelman, B.M.** *The More Things Change...Managing the human element of change*, http://library.dialog.com/open_dialog/96_spring.html
- Spreitzer, G.M. and Quinn, R.E** (1996) *Empowering middle managers to be transformational leaders*, Journal of Applied Behavioural Science. 32 (3),237-261
- Steinburg, C.** (1992), *Taking charge of change*, *Training and Development*, Vol.46 No. 3, 26-32
- Stone, E.** (1978). *Research methods in organizational behaviour*. Glenview. IL: Scott, Foresman.
- Strebel, P.** (1996) *Why do employees resist change?* Harvard Business Review May/June 1996:86-92.
- Thomson, K.** (1990) *The Employee Revolution*, Pitman Publishing, London
- Tools for managing change*, <http://www.bday.co.za/bday/content/direct/1%2C3523%2C809814-6132-0%2C00.html>
- Waddell, D. and Sohal, A.S.** (2001), *Resistance to Change: enemy or ally*, www.managementfirst.com/articles/resistance.htm
- Waisglass, D.** Farcus, Cartoon, Gordon Cou thart
- Waldersee, R. and Griffiths, A.** (1997), *The changing face of organizational change*, CCC Paper No. 065, Centre for Corporate Change, Australian Graduate School of Management, The University of New South Wales, Sydney.
- Why is Organization – Wide Change Difficult to Accomplish?*
www.mapnp.org/library/mgmnt/orgchnge.htm

www.beyondresistance.com

www.icon.co.za

www.mbsnet.com/lbchange.htm

Zaltman, G. and Duncan, R. (1977), *Strategies for Planned Change*, John Wiley & Sons, New York,

Appendix A: Research Instruments

Questionnaire

This questionnaire is part of a survey to compare cause of resistance that affects both males and females in the organization. Your responses are confidential.

Section A: Demographics

(Please tick the appropriate box)

Gender

 Male Female

Age

 21-30 31 - 40 41 - 50 51 - 60

Population Group

 African Asian White Coloured

Employee Level

 Junior Middle
Management Senior
Management

If choose Junior then Answer Section B and Section C

If choose Middle and Senior Management then Answer Section B and Section D

Section B: Resistance to Change in Employees

(Please tick the appropriate box)

- 1) Not being part of the decision making, will cause me to resist change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 2) Unable to see the benefits or payoffs will cause me to resist change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 3) Change will take more time and energy therefore it will cause me to resist change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 4) No commitment from management will cause me to resistance the change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 5) Change will make it harder to meet goals therefore it will cause me to resist change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 6) Change will change the way things are done therefore it will cause me to resist.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

7) Resistance will be caused when changing makes you feel like a failure.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

8) When change is forced upon me, then resistance will occur.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

9) When the necessary skills are not given to support change then resistance will occur.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

10) A lack of trust in management will cause me to resist.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

11) When change goes against my beliefs and values, it will cause me to resist.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

Section C: Overcoming Resistance to Change in Employees

(Please tick the appropriate box)

- 1) Receiving adequate information to support changes in the workplace will reduce resistance.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 2) Involvement in the decision to make changes in the work environment will reduce the resistance.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 3) Transferring skills to employee will reduce the resistance to change in the workplace.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 4) Having trust in management will reduce resistance to change

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 5) Management motivation can help reduce resistance to change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 6) Rewards and payoffs can reduce resistance to change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

Section D: Overcoming Resistance to Change in Management

(Please tick the appropriate box)

- 1) Receiving adequate information to support changes in the workplace will reduce resistance.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 2) Being part in the negotiation to implement change will reduce resistance.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 3) Implementing change ethically will reduce resistance.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

- 4) Rewards and payoffs can reduce resistance to change.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------