Evaluation of effective factors on personnel individual resistance in Bandar Imam Special Economic Zone

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ABSTRACT

The main focus of this study is evaluation of effective factors (Low motivation for change, Lack of creatively response, Passive reactions and Perception inappropriate) on personal individual resistance in Bandar Imam Special Economic Zone according to Rumelt (1995), Oreg, (2003), Foster (2008). The population of this study is all managers, expert and employees of Bandar Imam Special Economic Zone. Data has collected from 108 people by through simple random sampling. To data gathering we used a questionnaire with study of variables. Questionnaire reliability was estimated by calculating Cronbach’s Alpha that is 0.89. In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used, and to display some statistical data we used column diagram and in deductive level to test the questions of the research we used one simple T test. Findings show that Low motivation for change, Lack of creatively response, Passive reactions and Perception inappropriate has impact on personal individual resistance. Results are as same as Sadegi (2000), Pardakhtchi (2000) and Darvishi (2009) results.

INTRODUCTION

This is a time of unprecedented change in our society. The changes one experiences are happening at faster and faster rates. As examples, the telephone, radio, TV, and microwave weren't even in use decades ago, and today these gadgets are commonplace, along with the computer, Internet, and fax machine [16].

In just a few months, the technology that an organization uses on an everyday basis may be outdated and replaced. That means an organization needs to be responsive to advances in the technological environment; its employees' work skills must evolve as technology evolves. Organizations that refuse to adapt are likely to be the ones that won't be around in a few short years. If an organization wants to survive and prosper, its managers must continually innovate and adapt to new situations.

Every organization goes through periods of transformation that can cause stress and uncertainty. To be successful, organizations must embrace many types of change. Businesses must develop improved production technologies, create new products desired in the marketplace, implement new administrative systems, and upgrade employees' skills. Organizations that adapt successfully are both profitable and admired [16].

In light of fundamental gross and incremental changes constantly occurring in the internal and external environment of organizations, leaders need to realize that their organizations can only survive if they anticipate, recognize, strategize, plan, and implement adequate change in a timely manner. Today, organizations face a variety of challenges, including competition from global markets, managerial restructuring by down-sizing or up-sizing, mergers, acquisitions, and breakups of companies, increased business regulations, heightened media scrutiny, employees’ desire to take a more significant part in the decision-making process, and a disturbing decline in business ethics resulting in increased employee and shareholder activism. Such a changing and increasingly unpredictable business environment requires leaders to ensure their organizations are constantly and properly aligned with the new business realities. It is important that leaders anticipate changes in the business environment before they become a threat to their organizations. Bateman and Crant suggested...
‘proaction’, which means, actively creating change, not merely anticipating it. Moreover, it is important to redefine the ethical framework for proper business conduct of an organization in a global business setting. Without introducing adequate change in a timely and ethical manner, organizations will face difficult times and significantly reduce their chances of long-term survival [4].

Typically, the concept of organizational change is used to describe organization-wide change, as opposed to smaller changes such as adding a new person, modifying a program, and so on. Examples of organization-wide change might include a change in mission, restructuring operations (for example, restructuring to self-managed teams or due to layoffs), new technologies, mergers, or new programs such as Total Quality Management, re-engineering, and so on. Managers should note that all changes should be implemented as part of a strategy to accomplish an overall goal; these transformations should not take place just for the sake of change.

For organizations, the last decade has been fraught with restructurings, process enhancements, mergers, acquisitions, and layoffs—all in hopes of achieving revenue growth and increased profitability.

While the external environment (competitive, regulatory, and so on) will continue to play a role in an organization's ability to deliver goods and services, the internal environment within the organization will increasingly inhibit it from delivering products required to meet the demands of the marketplace unless it is able to adapt quickly. The major areas of changes in a company's internal environment include:

- **Strategic**: Sometimes in the course of normal business operation it is necessary for management to adjust the firm's strategy to achieve the goals of the company, or even to change the mission statement of the organization in response to demands of the external environments. Adjusting a company's strategy may involve changing its fundamental approach to doing business: the markets it will target, the kinds of products it will sell, how they will be sold, its overall strategic orientation, the level of global activity, and its various partnerships and other joint-business arrangements.
- **Structural**: Organizations often find it necessary to redesign the structure of the company due to influences from the external environment. Structural changes involve the hierarchy of authority, goals, structural characteristics, administrative procedures, and management systems. Almost all change in how an organization is managed falls under the category of structural change. A structural change may be as simple as implementing a non-smoking policy, or as involved as restructuring the company to meet the customer needs more effectively.
- **Process-oriented**: Organizations may need to reengineer processes to achieve optimum workflow and productivity. Process-oriented change is often related to an organization's production process or how the organization assembles products or delivers services. The adoption of robotics in a manufacturing plant or of laser-scanning checkout systems at supermarkets is examples of process-oriented changes.
- **People-centered**: This type of change alters the attitudes, behaviors, skills, or performance of employees in the company. Changing people-centered processes involves communicating, motivating, leading, and interacting within groups. This focus may entail changing how problems are solved, the way employees learn new skills, and even the very nature of how employees perceive themselves, their jobs, and the organization.

Some people-centered changes may involve only incremental changes or small improvements in a process. For example, many organizations undergo leadership training that teaches managers how to communicate more openly with employees. Other programs may concentrate on team processes by teaching both managers and employees to work together more effectively to solve problems [13].

Remember that strategic, structural, process-oriented, and people-centered changes occur continuously in dynamic businesses. Often, changes in one of these areas impact changes in the other areas.

Many employees believe that a change is often reactive and nothing more than a quick fix; then they brace themselves for more changes in the future. Management needs to realize that serious underlying problems in organizations must be addressed with long-term consequences in mind. Thus, when management implements changes, careful thought must be given to ensure that the new processes are for the long-term good of the company [16].

Planning and managing change, both cultural and technological, is one of the most challenging elements of a manager's job. Obviously, the more a manager can plan in anticipation of a change, the better she serves her subordinates and the organization. Diagnosing the causes of change and structuring a program to promote a smooth transition to the new process, structure, and so on, is critical to a manager's success [8].

Managers need to be aware that organizations change in a number of dimensions that often relate to one another. These dimensions include

- **Extent of planning**: Although experts differ about how much change can be planned, managers still need to take steps to set up conditions that permit and even encourage change to occur.
• **Degree of change**: Changes may be incremental (relatively small, involving fine-tuning processes and behaviors within just one system or level of the organization) or quantum (significant change altering how a company operates).

• **Degree of learning**: This dimension relates to the degree to which organizational members are actively involved in learning how to plan and implement change while helping solve an existing problem.

• **Target of change**: Organizational change programs can vary with respect to the hierarchical level or functional area of which the change is targeted. Some changes are designed to influence top management and assist them in becoming stronger leaders. Other change programs may involve basic learning, such as customer services techniques for lower level employees.

• **Organization’s structure**: Is it very stiff and bureaucratic? Is there a need for emphasis on policies, procedures, and rules? Some organizations are very stiff and bureaucratic and may need to “loosen up.” Other organizations may suffer from lack of organization structure. They may need to emphasize policies, procedures, and rules [17].

Change is for most people uncomfortable and can cause pain [1,7]. The reason is that it gives us a feeling of uncertainty, not knowing where to go, what to expect, what the future will look like, how we can reach the future, and what kind of person we will be after the change process is completed. Many of us are afraid of change because we fear losing control of the known status quo and enter into an unknown and unpredictable future. Thus, a change process is immensely personal and involves our emotions [5,11]. It is therefore understandable that humans fear change. However, without change people and organizations will not develop further and risk becoming obsolete. Resistance to change, cause to attention manager to unclear side of the change [10].

Bolman and Deal [3] define the barriers to change in four different frames. In the human resource frame, barriers to change include anxiety, uncertainty, and feelings of incompetence and neediness; in the structural frame, barriers include loss of clarity and stability, confusion, and chaos; in the political frame, barriers of change include disempowerment, and conflict between winners and losers; and in the symbolic frame, barriers include loss of meaning and purpose, and clinging to the past. Bolman and Deal believe that restructuring, recruiting, and retraining can be powerful levers for change. They suggest the following strategies to overcome barriers of change: For the human resource frame, training to develop new skills, participation and involvement, as well as psychological support; for the structural frame, communicating, realigning and renegotiating formal patterns and policies; for the political frame, creating arenas where issues can be renegotiated and new coalitions formed; and for the symbolic frame, creating transition rituals by mourning the past and celebrating the future. The research by Bolman and Deal clearly shows that change touches many different aspects affecting people in organizations and that one has to consider all of these frames in order to be successful with change programs.

Unfortunately, resistance to change is often seen as something negative that must be overcome. However, resistance can often help all people in organizations to understand the change process in more detail because resistance often leads to strong intra organizational discussions. Senge [15] wrote that fear and anxiety should not be seen as problems which need to be cured. Instead these feelings are natural and essentially healthy responses to change.

Openness and discussion of these feelings is important in order to move the change process forward. Quinn [12] suggested that we should think of resistance as a feedback loop in which the change agent and the resisting system are joined in a creative tension. Alas, Ruth & Sudi Shari believes that resistance to change is a resistance mechanism against the personal fails and fear.

In this research, we have used from four detentions of resistance to change among individuals according to Rumelt [14], Oreg, [9], Foster [6]. The shows these detentions:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Dimensions</th>
<th>Indexes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual resistance</td>
<td>Low motivation for change</td>
<td>Past failures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emotional reactions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Change direct costs</td>
</tr>
<tr>
<td>Lack of creatively</td>
<td>inapproporie Strategic</td>
<td>Rapid environmental changes</td>
</tr>
<tr>
<td>response</td>
<td>insights</td>
<td>Inflexibility of opinion</td>
</tr>
<tr>
<td>Passive reactions</td>
<td>Skepticism towards the</td>
<td>Lack of ability</td>
</tr>
<tr>
<td></td>
<td>routines and habits</td>
<td></td>
</tr>
<tr>
<td>Perception inappropriate</td>
<td>Denial of short-term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>thinking</td>
<td></td>
</tr>
</tbody>
</table>

**Research Hypotheses:**

In this paper have four main hypothesis. The statistical way of analysis of hypotheses is two ways, H₁ is acceptance of hypothesis and H₀ is rejecting of hypothesis. In other words, it means that H₁ has positive meaning and H₀ has negative meaning.
Hypotheses 1: Lack of creatively response has impact on personal individual resistance in Bandar Imam Special Economic Zone

Hypotheses 2: Low motivation for change has impact on personal individual resistance in Bandar Imam Special Economic Zone

Hypotheses 3: Passive reactions has impact on personal individual resistance in Bandar Imam Special Economic Zone

Hypotheses 4: Perception inappropriate has impact on personal individual resistance in Bandar Imam Special Economic Zone

In this study, we have to kind of hypotheses:

- Null: Low motivation for change, Lack of creatively response, Passive reactions and Perception inappropriate has not impact on personal individual resistance (H₀)
- Alternate: Low motivation for change, Lack of creatively response, Passive reactions and Perception inappropriate has impact on personal individual resistance (H₁)

Method:
The main focus of this study is evaluation of effective factors on personal individual resistance in Bandar Imam Special Economic Zone. The population of this study is all managers, expert and employees of Bandar Imam Special Economic Zone. Data has collected from 249 people by through simple random sampling. To data gathering we used a questionnaire with study of variables. Questionnaire reliability was estimated by calculating Cronbach’s Alpha that is 0.89.

In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used, and to display some statistical data we used column diagram and in deductive level to test the questions of the research we used one simple T test. The analysis has performed by SPSS.

Results:
The One-Sample T Test compares the mean score of a sample to a known value. Usually, the known value is a population mean. Also, a one sample t-test allows us to test whether a sample mean (of a normally distributed interval variable) significantly differs from a hypothesized value.

Hypotheses 1: Lack of creatively response has impact on personal individual resistance in Bandar Imam Special Economic Zone

Table 2 shows sample output of a one-sample T test for above hypotheses. We compared the mean level of Low motivation for change for our sample to a known population value of 3.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>low motivation for change</td>
<td>108</td>
<td>3.2852</td>
<td>0.6384</td>
<td>4.642</td>
<td>0.000</td>
</tr>
</tbody>
</table>

The mean of low motivation for change is 3.28, which is higher than population mean of 3. And T value is 4.64 in 108 degrees of freedom. The significance value is 0.05. The estimated significance (0.000) is less than .05. Therefore, we can say that the Low motivation for change mean of 3.28 is significantly greater than the population mean of 3. In other hands, we can reject null hypothesis and say that Low motivation for change has impact on personal individual resistance in Bandar Imam Special Economic Zone.

Hypotheses 2: Low motivation for change has impact on personal individual resistance in Bandar Imam Special Economic Zone

Table 3 shows sample output of a one-sample T test for above hypotheses. We compared the mean level of Lack of creatively response for our sample to a known population value of 3.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of creatively response</td>
<td>108</td>
<td>3.1667</td>
<td>0.5506</td>
<td>3.146</td>
<td>0.002</td>
</tr>
</tbody>
</table>

The mean of Lack of creatively response is 3.28, which is higher than population mean of 3. And T value is 3.146 in 249 degrees of freedom. The significance value is 0.05. The estimated significance (0.000) is less than .05. Therefore, we can say that the Lack of creatively response mean of 3.28 is significantly greater than the population mean of 3. In other hands, we can reject null hypothesis and say that Lack of creatively response has impact on personal individual resistance in Bandar Imam Special Economic Zone.
Hypotheses 3: Passive reactions has impact on personal individual resistance in Bandar Imam Special Economic Zone

Table 4 shows sample output of a one-sample T test for above hypotheses. We compared the mean level of passive reactions for our sample to a known population value of 3.

Table 4: The results of one-sample T test

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>passive reactions</td>
<td>107</td>
<td>3.2397</td>
<td>0.5395</td>
<td>4.618</td>
<td>0.000</td>
</tr>
</tbody>
</table>

The mean of passive reactions is 3.2397, which is higher than population mean of 3. And T value is 4.618 in 107 degrees of freedom. The significance value is 0.05. The estimated significance (0.000) is less than .05. Therefore, we can say that the passive reactions mean of 3.2397 is significantly greater than the population mean of 3. In other hands, we can reject null hypothesis and say that passive reactions has impact on personal individual resistance in Bandar Imam Special Economic Zone.

Hypotheses 4: Perception inappropriate has impact on personal individual resistance in Bandar Imam Special Economic Zone

Table 5 shows sample output of a one-sample T test for above hypotheses. We compared the mean level of perception inappropriate for our sample to a known population value of 3.

Table 5: The results of one-sample T test

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>perception inappropriate</td>
<td>107</td>
<td>3.1389</td>
<td>0.66330</td>
<td>2.176</td>
<td>0.000</td>
</tr>
</tbody>
</table>

The mean of perception inappropriate is 3.1389, which is higher than population mean of 3. And T value is 2.176 in 107 degrees of freedom. The significance value is 0.05. The estimated significance (0.000) is less than .05. Therefore, we can say that the perception inappropriate mean of 3.1389 significantly greater than the population mean of 3. In other hands, we can reject null hypothesis and say that perception inappropriate has impact on personal individual resistance in Bandar Imam Special Economic Zone.

Conclusion:
The main focus of this study was evaluation of effective factors on personal individual resistance (Low motivation for change, Lack of creatively response, Passive reactions and Perception inappropriate) in Bandar Imam Special Economic Zone. We designed four hypotheses to analysis of this study, findings show that:

− Findings of Hypotheses 1 show that lack of creatively response has impact on personal individual resistance in Bandar Imam Special Economic Zone.
− Findings of Hypotheses 2 show that low motivation for change has impact on personal individual resistance in Bandar Imam Special Economic Zone.
− Findings of Hypotheses 3 show that passive reactions has impact on personal individual resistance in Bandar Imam Special Economic Zone.
− Findings of Hypotheses 4 show that perception inappropriate has impact on personal individual resistance in Bandar Imam Special Economic Zone.

Our results are as same as Sadegi (2000), Pardakhtchi (2000) and Darvishi (2009) results. According to research findings, we suggest that:

Managers in Bandar Imam Special Economic Zone attention to communications; partnership; considering facilities; give gift to personal; exercises encourage problem solving; and punishment and applied threat.

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[6] Foster, Daniel Rex, 2008. Individual Resistance, Organizational Justice And Employee Commitment To Planned Organizational Change, Proquest Information And Learning Company 300 North Zeeb Road, P.O. Box 1346 Ann Arbor, MI48106-1346, pp: 3-30.


