

Studying the Main Factors of Employees Resistance to Apply Operation Management in Private Organizations of Rafsanjan

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ABSTRACT

Operation management is a management tactic to create a common overview of companies goals and objectives, which can improve companies capabilities and offer services with higher quality to the society. This method also considers employees accountability towards aforementioned goals and activities and actually operation management is an approach to solve companies problems and difficulties. Therefore, these factors will bring employees and even managers resistance. It is necessary to determine reasons of employees resistance and classify these disagreements as logical, affective and sociological. This study has been done based on correlation methods, sample volume involves 215 employees that have been chosen based on randomly sampling method. Because of the importance and essence of the results accuracy a kind of nameless questionnaire was designed for this research. Pearson and Spearman correlation factors have been used in order to determine the relationship between these variables. Results of this research show that, there is a significant relationship between logical, affective, sociological disagreements and level of employees resistance to apply operation management. Results also show that, mostly the main reason of this resistance is, employees unawareness of companies goals and objectives.

KEYWORDS: change, employees resistance, management, applying operation management.

INTRODUCTION

Since change is an inevitable process, resistance will be inevitable too. It is really surprising that companies can create both the change and the resistance to it. Companies show resistance to new changes, in a way that controlling systems and structures would bring some uncertainty in producing good and offering services. (Moorhead & Griffin, 2001: 517).

Results of researches show that, companies and their employees show resistance to new changes. This resistance would be a positive action, because it can create constancy in organization and it would be possible to predict organizations behavior. Showing resistance to changes would bring conflict as the result. As a whole, these resistances cause kinds of abnormalities and the result is that organizations can not adopt themselves to new changes, and therefore do not have a correct reaction toward them. (Robbins, 2002: 406).

Because changes have some mental effects, most of employees show resistance to it. Both managers and employees show resistance to it. (Davis & Newstorm, 1996:382).

Therefore, it would be really difficult to try new methods of doing jobs. Because of this characteristic of human, most of the employees are not agree with changes. Generally, all managers have some stories about changes that were not applied, because of their employees resistance. (Rezaeeyan, 2003:457).

Although changes in both organizational and personal level have some positive aspects, employees show resistance to it. It seems to be a common idea to show resistance to changes and its outcomes. People do not like changes innately. (Mullins, 1999:824).

However, Organizations obliged to adjust themselves to environment, but they are more willing to do their jobs based on structures, policies and strategies that are suitable for managing the present environment. Organizations try to prevent any change, in order to secure the operational effectiveness and prefer to focus on daily jobs rather than new changes. (Mullins, 1999; 824).

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Organizations endure lots of pressure in order to change themselves, but it should be notice that the role of these opposite pressures is, organizations balance. (Stoner *et.al*, 2000: 711)

Thesis statement

One of the crucial tasks of managers is changing and in order to have an effective change, managers should overcome employees resistance.(Schlesinger, 1979:106).

Despite the employees resistance to changes, these changes should be continuous in order to adjust itself to dynamic factors and variable forces, and continue its activity successfully. Without any change, organization would become inactive. Therefore, it is necessary to study employees resistance. (Irannejad & Sasanguhar, 2003:554).

It is necessary for a manager to learn resistance management, because frustrated efforts for changes are costly. These expenses would be; reduction of employees loyalty, reduction of organizations achievements and common goals, wasting capitals and resources, and the difficulty of compensating these damages. In order to have an effective change, managers should learn to identify the signs of resistance both in themselves and in others. (Kreitner&kinicki, 2000:670).

One of the main reasons of projects failure is resistance to change, so identifying this resistance and its related factors is so important and would have an essential role in projects and change success. Therefore, the aim of this research is to study the main factors of showing resistance to apply operation management.

Theoretical framework

Egan (2005:2) believes that, change is a simple process or at least its description is simple, it occurs whenever we substitute an old with a new one. Change is a process of moving from old things toward new things, means giving the past and gaining the future, but any change would confront a kind of resistance and resistance is a kind of behavioral-sensational reaction to any threat for routine activities, weather it is real or imaginary. (kreitner&kinicki, 2000:675).

Kotter& Schlesinger (in Bennebroek& Horst, 2003:5) believe that, one of the main tasks of managers is doing the change, and in order to reach this goal, they should overcome resistances to change. In another book, they offer generalities of a common scenario about change process. In this scenario, a manager becomes aware of the organization problems then, they start changes and notices that this innovation will bring employees resistance. Resistance is an inevitable reaction to change. Showing resistance to change is not always based on standard methods, people can show their resistance apparently, implicitly, indirect and suddenly, or trying to hide this resistance for a period of time. When employees resistance is apparent or sudden, manager has no important problem, but when the resistance is indirect, it would be a hard situation for manager. (Robbins, 2002:183).

Apparent resistance has different types such as; employees strike, production reduce or inappropriate jobs. Hidden resistance would appear in different ways like; increment of employees absence, displacement request of employees, employees resignation, losing job motivation and employees delay. (Toosi, 1996:183).

There are so many factors that cause resistance that are classified as personal and organizational factors. (Bennebroek& Horst, 2003:7).

Researchers believe that personal resistance has different kinds that are; mental impressions and optional attitude, habit, fear of unknowns, feel secure because of past, economical outcomes, fear of failure, lack of information, being displeased with change agents, social factors, affiliation, not seeing the realities anymore,...

Also we have different kinds of organizational resistance that are; organizational structure, threats for power and infiltration, organizational culture, threats for employees specialization, limited resources, past contracts and agreements, norms of group, limited changes, operational optimization, primary costs,...

But for this study we use Davis &Newstorms framework that classify the reasons of resistance in to three different category that are; logical and reasonable disagreements, affective and psychological disagreements, and sociological and group disagreements. (Toosi, 1996: 385).

Research hypothesis

1. There is a significant relationship between logical and reasonable disagreements, and employees resistance to apply operation management.
2. There is a significant relationship between affective and psychological disagreements, and employees resistance to apply operation management.
3. There is a significant relationship between sociological and group disagreements, and employees resistance to apply operation management.

Methodology and statistical sample

Selecting a research method depends on aim and subject of research, and executive possibilities. Therefore, based on its subject, the method of this research is correlation. Statistical sample includes 746 employees of private organizations of Rafsanjan, and 215 employees have been chosen based on Coocaran formula that consist sample volume. Sampling has been done randomly.

Data gathering

A nameless questionnaire has been used for data gathering. It has 36 question about factors of resistance with four options (very low, low, high, very high), that the first 20 are about the levels of applying operation management system and the rest 16 questions are about different factors of employees resistance.

Level of estimation and validity

Estimation means that, how they evaluate each factor. In order to assess the level of estimation, content-based method has been used by 8 of university teachers. Level of estimation in section one was 83.9 and for section 2 was 0.93. In order to assess level of validity, again testing has been used. And its result was about 86.8 percent.

Data analysis

Inferential statistics methods have been used for data analysis (spearman and toveconal correlation factors). The relationship between these variables has been determined based on spearman and Tovecondal methods. Also significant level of this study is .0.5 and spss software has been used.

Results of data analysis

First hypothesis: there is a significant relationship between logical disagreements and employees resistance to apply operation management.

H0:There is no significant relationship between logical disagreement variables and employees resistance to apply operation management.

H1:There is a significant relationship between logical disagreement variables and employees resistance to apply operation management.

Results of condal and spearman correlation factors are respectively 0.529 and 0.0581 and significant level of them is 0.000. Therefore, H1 is correct and there is a significant relationship between these two variables.

Table1-Results of spearman and condal correlation factors on evaluation of the relationship between logical disagreement and employees resistance.

| variables | Employees resistance to apply operation management | | | | |
|----------------------|--|-------------------|-----------|--------------------|-------------------|
| | condal | | frequency | Spearman | |
| | Correlation factor | Significant level | | Correlation factor | Significant level |
| Logical disagreement | 0.529 | 0.000 | 215 | 0.581 | 0.000 |

Second hypothesis: There is a significant relation between psychological disagreements and employees resistance to apply operation management.

H0: There is no significant relation between psychological disagreements and employees resistance.

H1:There is a significant relation between psychological disagreements and employees resistance.

Results of condal and spearman correlation factor are respectively, 0.589 and 0.671 and significant level of them is 0.000. Therefore, H1 is correct and there is a significant relation between psychological disagreements and employees resistance.

Table 2: Results of spearman and condal correlation factors on evaluation of the relationship between psychological disagreement and employees resistance.

| variables | Employees resistance to apply operation management | | | | |
|----------------------------|--|-------------------|-----------|--------------------|-------------------|
| | condal | | frequency | Spearman | |
| | Correlation factor | Significant level | | Correlation factor | Significant level |
| psychological disagreement | 0.589 | 0.000 | 215 | 0.671 | 0.000 |

Third hypothesis: There is a significant relation between sociological disagreements and employees resistance to apply operation management.

H0: There is no significant relation between sociological disagreements and employees resistance.

H1: There is a significant relation between sociological disagreements and employees resistance.

Results of condal and spearman correlation factor are respectively, 0.614 and 0.678 and significant level of them is 0.000. Therefore, H1 is correct and there is a significant relation between sociological disagreements and employees resistance.

Table 3: Results of spearman and condal correlation factors on evaluation of the relationship between sociological disagreement and employees resistance.

| variables | Employees resistance to apply operation management | | | | |
|---------------------------|--|-------------------|-----------|--------------------|-------------------|
| | condal | | frequency | Spearman | |
| | Correlation factor | Significant level | | Correlation factor | Significant level |
| sociological disagreement | 0.614 | 0.000 | 215 | 0.678 | 0.000 |

DISCUSSION

The relationship between employees resistance and logical, affective and sociological factors have been evaluated and results show that there is a significant relationship between logical disagreements and employees resistance. According to questionnaires, the main logical reasons of employees resistance are; little time for accepting new changes, being dissatisfied with new environment, increment of organization expenses, impossibility of applying operation management in private companies and organizations. In the other hand, employees believe that, there is no relation between rational disagreement and having little time to accept changes.

Results also show that, employees are worried about and dissatisfied with the new environment. Mullins(1999:824) believes that resistance appear whenever the applied changes create life difficulties, reduce freedom of action or increase organizations control on environment. The aforementioned factors can create an environment in which employees are concern and dissatisfy. Therefore, applying operation management would be a good solution for increasing employees satisfaction and improving organization environment, because operation management creates job standards and evaluates and control employees performances.

Results show that, employees believe applying a new method of management has high expenses for organizations, so they show resistance. One of the necessities of operation management system is designing and implementing a data gathering system which evaluates employees performances. In fact, operation management is a method to justify payments by displacing a commission-based payment system with the old payment system and this process will need to gather the operational information of all employees. In other words, we should have detailed information of employees activities in order to calculate and pay each person salary justifiably. Therefore, applying this management system that is parallel with the present system of organizations is an expensive strategy.

Results also show that, employees believe, it is impossible to apply this system in their organizations. In our country, state organizations have had a fixed management system for years, and never define their main goals, so they are not accountable to society because of their weak performances. In these kinds of organizations, employees do their routine and daily works without paying attention to results and quality of what they have done. So the payment system would be based on the hours of their attendance. Because of this organizational system that we have, no other system would be applicable and employees do not accept to receive their payments based on their function and performances. Results of research show that, there is a relationship between psychological(affective) disagreements and employees resistance. According to questionnaires, the main reasons of psychological disagreements are; uncertain future, lack of trust to change agents, job security, disadvantageous of applying operation management.

Results show that in the case of applying operation management, employees predict an uncertain future for themselves. Operation management is a new system and there is no organization or company that have applied it before, on the other hand there is not enough information and knowledge of this system, in a way that even associated working group are confused with it, therefore, these problems will bring ambiguities for employees because they cannot predict their future in organization, so they show resistance to any new system. Bloisiet.al (2003:711) believes that, resistance will appear when people become uncertain about their future life and welfare.

Results also show that, employees cannot trust on persons that want to apply operation management system in their organizations. Today, in our organizations, employees or anyone that are impressed by change process, feel that they are separate from managers and a kind of uncertainty exist between them. In the other words, Employees

imagine that, managers are special and only focus on their own benefits. Employees in most organizations believe that, change process would have some benefits for change agents and employees will only receive the damages of this process.

Based on the results, employees of the aforementioned organizations believe that applying this management system would be a threat for their job security. one of the main factors of employees concern is privatization.

Employees show resistance to apply operation management because, experience show that privatization process brings the risk of losing job security as the result.

Robbins (2002:408) believes that, employees who have high job security will show resistance to this system, because it is a threat for their job security.

Different reasons of sociological disagreements are; political convergence, contradiction of operation management with group norms, lack of attention to all aspects of employees job and losing economical advantageous. (table 16-4).

Based on the results employees believe that, applying operation management contradicts with their negative beliefs and they will face with their managers disagreement.

Results also show that, employees as members of a group believe that, applying operation management contradicts with their group values. One of the main group values that exist in our organizations is that, employees support each other and conceal the functional faults of each department without any attention to organizations goals and success. Operation management is a conclusion-based system, in which tasks of any department will define at first and at the end of each specified periods, employees should be responsive for what they have done.

Therefore, employees will show resistance to apply this system because, if organizations do not reach their goals, employees should be responsive for it. Bloisi et.al, (2003:713) believe that, groups will develop their norms in order to promote favorite behaviors. But they will show resistance if this changes destroy the group norms.

Employees also believe that, operation management cannot consider all aspects of their job, maybe because they have a wrong opinion about this system. Because of employees unawareness of operation management, they believe that this system would not be able to consider the job quality and it only focuses on the period of time that this activities have been done, without paying attention to the quality.

Results also show that, employees believe, applying operation management would bring them financial problems and increase their job responsibilities. Employees pay more attention to their financial advantageous and will show resistance to any change that reduces their payments. Most of employees, especially those who have high job experience, receive a fixed amount of money but instead they try hard to do less job responsibility in organization. Therefore, applying this management system would be a danger for these employees because in this system payments are based on the amount of job that they have done. Mullins (1999:824) believes that resistance will appear whenever a factor causes any reduction in payments, or job responsibilities increase but the payments do not change. Employees are more eager to have static job patterns in order to preserve their personal advantageous.

Employees believe that applying operation management would destroy their friendly relations. Employees usually show resistance to whatever that destroy the relationships in an organization. Payment system of operation management is commission-based and employees receive their salaries based on their functions so it would be a danger for friendly relations of employees. By applying this system a competition will begin in organization, in fact employees are worried and think that this commission-based system will change to job- robbery system.

Results show that, there is a relationship between resistance to different steps of operation management and resistance to apply operation management. In the other words, when resistance to different steps of operation management increases, the resistance to apply operation management will increase too. Based on the results, it is obvious that employees who show resistance to apply operation management, are not disagree with questions about resistance to operation management steps. Therefore, it is clear that employees are not aware of goals and steps of operation management, and their resistance is because of their unawareness.

Suggestions

1. Trying to make employees aware of concepts, goals and advantageous of operation management is the best way to prevent employees resistance, because;
 - a. Most of employees are not aware of main goals and concepts of operation management.
 - b. Employees resistance is mainly because of their imaginations and presuppositions about operation management system. Imaginations such as; undesirable workplace, increment of job expenses, uncertain situation, reduction of job security, increment of job responsibilities, In order to change these imaginations it is better to inform employees.
2. Training managers of different departments in organization and inform them about goals and concepts of operation management, in a way that they support this system and trying to apply it.

3. Trying to create a kind of organizational culture in which employees accept operation management system.

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