An examination of Employees’ resistance to organisational change

by

Petra Kupresakovic

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Abstract

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Keeping pace with time, business dynamics are becoming more and more powerful in adopting upcoming changes and innovations in technology, and thus putting great pressure on the firm to introduce change and adapt business strategy to remain competitive. However, when implementing changes in the firm and its business it is expected that employees will probably resist the change. It was found that about 70% of the initiated change processes ended with failure and did not achieve the intended goals and purpose. The objective of this research is to revise aspects and causes of resistance to change and establish the relationship among examined factors. The reason this study was undertaken was to get an in-depth understanding of how organisational change influences employee behaviour and have an effect on resistance to change; how managers handle resistance and manage the change, and how employees feel like and have perception regarding the change. This paper will also provide accordingly recommendations as a solution to the existing problem of employee resistance to a change. The literature review provided an important foundation for understanding the problem. Inductive research methodology and qualitative methods such as semi-structured interviews were used to analyse the data. There were 8 participants interviewed, who were directly involved in the change process. The participants were selected from different departments and levels to have a better understanding of the influence of the change implementation. The results demonstrate a high level of resistance to change as a result of inappropriate information sharing, an inadequate understanding of the need for change, lack of communication and mistrust in management. The findings indicate a significant influence of fear of job loss and uncertainty as the reason to resist change. Low literacy and inadequate education were major determinants of resistance.
Declaration

I declare that this dissertation research, which is submitted at NCI for examination in deliberation of the award of postgraduate degree Master of Science is a presentation of my personal research work. Wherever the work of other authors is involved, it has been clearly indicated with due reference to the literature and accurately acknowledged in the text.
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List of Acronyms
NCI National college of Dublin
Organisation X Organisation chosen for this research
MNCs Multinational companies
OTYL Oti Yeboah Complex Ltd.
DA Discourse analysis
TA Thematic analysis
Chapter 1: Research Topic

1.1 Introduction

In this 21st century, companies need to constantly adjust and change their business strategy to maintain competitiveness (Dobrovič and Timková 2017). That means sustained success in a competitive market, so it demands drastic and constant changes in the organization (Millar and Millar 2012). There are different internal and external reasons which require change implementation within the organisation as discussed by Millar and Millar (2012) such as economic factors, new technology, market changes, and political elements. Basically, rising competitiveness means growing prosperity. When the change has been undertaken within the organization, it will lead to extreme change from a traditional and accepted one towards transformed status with implemented changes (Bruckman 2008).

However, in the time when changes occur, according to Stegaroiu and Talmaciu (2016) employees will probably show resistance to change. Faced with changes to familiar relationships and routines can make people feel uncomfortable. As it is discussed by Armenakis and Bedeian (1999) the negative reaction of the employee occurs as a result of a high level of stress and uncertainty with the added pressure that change brings along. It would be reasonable to argue that resistance is the natural reaction and the process that occurs when applying any change within the company (Stegaroiu and Talmaciu 2016). Therefore, management should expect and take into consideration possible resistance to change (Stoica et al. 2013). Employee resistance to change is clear or obvious to the eye or mind in various ways, as established by Caruth and Caruth (2018) where such employees have shown: “lack of enthusiasm”, “lack of motivation and overt and covert behaviour”, employee discomfort (p. 21–23).

Employee reaction to change occurs on a unique and distinct level by employees. Rafferty and Griffin (2006) argued the importance of “systematically considering individuals’ subjective experience of change” (p. 1154–1162). It is noted by Tucker (1993) that psychological factors motivate
employees’ to not accept the changes such as “grievances expressed by theft, sabotage, or non cooperation, dissatisfaction, lack of motivation, low self-esteem and fear of failing” (p.25).

Failure of change implementation as noted by Dobrovič and Timková (2017) has different causes such as misunderstanding of the need for change, lack of trust in management capabilities. According to Bruckman (2008) “the leaders must fully understand the change process to move their organizations successfully (p. 211–219). Further on, Bruckman (2008) argues that “most organizations rise or fall based on how well they manage the introduction of change and the control of uninvited changes in their environment” (p. 211–219).

Meanwhile, changes to the way of running business leads to facing an uncertainty of the business environment in today's time (Millar and Millar 2012; Pieterse et al. 2012). The dream of every manager is to implement changes with ease and smoothness, demonstrating ability and successful management, as part of their role of managing organizations appropriately. In their work Ezenezi and Imaku (2011) have identified the major and the most usual problem for change implementation is resistance to change as result of “failure on incorrect implementation” (p. 87–101). It is important for organisations to have an adequate understanding of topic resistance to change to be able to find the best way how to deal with it, to manage to keep competitiveness and reach organisational goals (Ezenezi and Imaku 2011).

This research will address the issue of the main problem to employees’ resistance to accept the change and identify factors that affect employee acceptance or rejection to change. This paper will also provide accordingly recommendations as a solution to the existing problem of employee resistance to a change.

1.2 The importance of the topic
When organizations decide to grow and remain competitive, it is expected that sooner or later they will meet with changes and its implementation within the organizational system (Ezenezi and Imaku 2011; Stegaroiu and Talmaciu
Nowadays the reality of the business world is that it is packed with a mix of highly complex and increasing changing environments which presents a hard time to many managers (Millar and Millar 2012). Therefore, the challenges with running organisations have increased significantly.

To motivate employees' to adopt a new business strategy, changes in running the business, modification of business methods, accepting changes in collaboration and so on, presents a challenge for even the most-experienced managers (Caruth and Caruth 2018; Fuioaga and Rusu 2018). According to Tanasoica (2008), the successful outcome when facing with resistance is to “understand the needs of people who are affected by change” (p. 622–624).

The current state of organisations changes are summarised by Adams (2018):

- There is a record of failure of 70% of organisational change processes and organizational changing initiatives. Changes within the organization affect both, individuals and/or teams and reach the organizational level too.
- It is proven that good and frequent communication from managers results in change efforts of 12.4 times more success than usual.
- About 60% of change projects don't fail to meet its goals.
- When the guidance regarding organisational changes are directed from leaders and not manager or higher positioned personnel it is more likely that changes will be a success up to 5.3 times.
- There are up to 10% of managers with adequate ability and experience to deal successfully with organisational change.
- Participation of Frontline employees and their support of the change initiative have reached an incredible 71% of successful change processes.
- Records show that there have been 31% of layoffs in CEO positions as a result of inappropriate and ineffective managing with organisational change.

Every organisational change requires some form of standard deviation, as is demonstrated in the statistics above, showing that inadequate managing of
organisational change will end up painful for all individuals and organisation as a whole (Ezenezi and Imaku 2011).

To know how to handle organisational change well it is essential to be well informed and educated on how to deal with resistance to change and to identify and foresee future issues relevant to resistance to change (Bruckman 2008; Abrell-Vogel and Rowold 2014; Akan et al. 2016).

In his research Bruckman (2008) identifies a fundamental source for successful change implementation which includes:

“Leadership's ability to assimilate change, then formulate and articulate a clear vision, accompanied by implementation of succinct strategic goals and objectives” (p. 211–219).

If you are CEO or at a higher position in the organization, you probably do not want to be among that 31 % who have been fired because of a bad way of managing organisational change.

This research will provide a better understanding of mentioned important aspects to successfully manage organisational change and might give some good ideas to managers about what is the best practice to adopt in problem-solving.

1.3 Barriers to change which will be addressed

As mentioned before, organisational change is necessary at least once in a life of every company. In some companies change programmes are implemented every 4-5 years and change affects all levels of organization (Millar and Millar 2012; Stegaroiu and Talmaciu 2016). Further, resistance to change is explained in Oreg’s (2006) research as negative reaction related to change which includes any type of "force, actions, and reaction" that aim to prevent or obstruct change implementation (p.76).

It is therefore desirable, at the very beginning, to prevent the negative reaction and the employee's resilience or to completely defeat it (Stegaroiu and Talmaciu 2016). To achieve that, Heckelman (2017) points out “five principles to guide organizational change”, which include “disciplined change execution
plan, fully equip leaders at all levels, and an effective communication and calibration” (p. 13–21). On the other hand, Smollan (2015) highlights the stress that occurs before, in time of change and after the organisational change as reason for resistance. Lastly, Smollan and Pio (2018) argued that relationships were deteriorated and employees’ value to the organisation was questioned.

The time of change process is for managers challenging to deal with unhappy and dissatisfied people who show resistance by poor performance or by obstruction of daily business tasks, with complaints and so on (Tucker 1993). It is challenging to earn employees' trust, how to motivate employees' and what and when and how to communicate to employees', how to deal with problematic and sceptic individuals and to figure out the best practice to apply to get the best result. All those problems and challenges are connected with having appropriate knowledge and understanding of resistance to change and factors that affect resistance which will be addressed in this research (Armenakis and Bedeian 1999; Bruckman 2008).

On the other hand Helpap and Bekmeier-Feuerhahn (2016) emphasized in their research the influence of the change process on employee emotions and the resistance to change. The research reveals that:

"Emotions significantly affect employees’ level of psychological resources; particularly change commitment, efficacy, and expectations” (p. 903).

Other issues that employees' face are as follows: bad relationship with managers and co-workers, being distressed and fighting with fear from job loss and uncertainty of change consequences, low participation, lack of trust (Frahm and Brown 2007; Schiavone and Smollan 2013; Karanges et al. 2014).

Most of the named problems occur or emerge as a result of the inappropriate management of the change implementation, lack of change initiators ability and lack of managerial capability (Bruckman 2008; Ezenezi and Imaku 2011; Heckelman 2017). Change implementation process can result in resistance to change, and therefore affect all parties involved in the change process. The
link between managers and employees related to the resistance is strong, so an application of solutions to the one party might easily influence the other party (Prediscan et al. 2013). Therefore, this research could benefit both, managers and employees’.

1.4 Scope of the Research
The researcher identifies reasons for resistance to change, provides an understanding of resistance to change, and applies findings from similar studies to give the best recommendations related to the topic.

The objective of this research is to revise aspects and causes of resistance to change and establish the relationship among examined factors if there is any. A good understanding the topic will help managerial personnel and companies to evolve and apply appropriate change techniques, workshops and adequate training that acknowledge the importance of employee roles and their value within the organisation and develop open communication channels that will benefit to all (Smollan 2011; Smollan and Pio 2018).

1.5 Why the Organization X was good choice for this research
The chosen organisation used for this research will be named as Organisation X in respect of identity privacy and confidentiality.

The Organisation X is home care provider in Ireland, and active in the community since the early 70s’. The changes in organisational structure and management occurred by the establishment of the HSE in 2005. In Ireland, the 2005 year marked the commencement of change implementation in the health industry. Therefore, the changes in organisational structure and management occurred on a number of occasions. That was significant in choosing the organisation X for conducting this research.

The public concern over unregulated home care industry in 2010 was a determined driver for major change implementation. Prime Time has conducted a four-month undercover investigation with shocking results of low standards of home care providers.
Organisation X was significantly affected by the investigation and therefore forced to embrace organizational change. All levels of the Organisation X were affected by the change process that took from 2010 till nowadays.

Determinants for change were:
- Breaches of recruitment practices such as hiring individuals with insufficient ability, no garda vetting and no checking of references
- No standards
- Need for regulation
- There was no legal obligation to check staff
- The care was given to 65,000 older people in 2010, therefore the concern was at the national level

The Department of Health (DoH) listed the reasons for changes in policy published in Consultation Report, and established the range of issues such as:
- “The regulation of home care;
- How the system will be financed;
- The need for collaboration with other health and social care organisations and policy areas;
- The need to standardise quality in the delivery of care
- The need for monitoring procedures
- The need for a clear definition of home care, and the specific services delivered”

The aim was to identify what is working well; what needs to be improved; as well as the public’s views on what the future scheme should look like.

The meaning of home care according to Kiersey and Coleman (2017) is:

“Home care in Ireland is typically understood as home help services, which include cleaning, cooking and other light household tasks that a person is unable to do themselves due to old age or disability. The scope of home help has subsequently developed to include more personal care assistance such as support with personal hygiene, washing, and dressing also.”
Analysis of determinants for change, listed range of issues and current status of Organisation X in 2010 indicates that the choice of Organisation X perfect matches for conducting of this research.

Chapter 2: Literature Review

Identification and definition of Key Concepts

Keywords: Organizational change, resistance to change, the change process, change drivers

Organizational change is a process that involves different types of change conducted within the organisation such as changes in organisational structure, new business processes or cultural changes. In other words, organisational change is about the process of changing an organization's strategies, processes, procedures, technologies, and culture (Ott 1996).

Resistance to change is the action taken by individuals and groups when they perceive that a change that is occurring as a threat to them. Keywords here are 'perceive' and 'threat'. The threat need not be real or large for resistance to occur. According to Herscovitch (2003):

“Resistance to change can be defined as: Employee action or inaction that is intended to avoid a change and/or interfere with the successful implementation of a change in its current form” (p.14).

The change process is process that includes methods that redirect or redefine the use of resources, business process, budget allocations, or other modes of operation that significantly change a company or organization (Fuioaga and Rusu 2018).

Change drivers refer to:

“an aspect of a business that effects a change in another aspect of the business. A driver is most commonly a factor that contributes to the growth of a particular business” (Karanges et al. 2014: 329–353)
2.1 Introduction

Keeping pace with time, business dynamics are becoming more and more powerful in adopting upcoming changes and innovations in technology, and thus putting great pressure on the firm to introduce change and adapt business strategy to remain competitive (Kotter 2012). This leads to the fact that firms are embarking on a change process and adaptation of business strategies by accepting changes and innovations (Pieterse et al. 2012). However, when implementing changes in the firm and its business it is expected that employees will probably resist the change (Prediscan and Bradutnu 2012; Smollan 2015).

In his research Smollan (2015) found that:

“The transition phase was the most stressful as it created job insecurity and was handled with insufficient information, consultation and support” (p.301).

It is often known that changes made within the organization result in a negative change to the organization. Accepted and adopted changes and the life cycle of the organisation are evolving to a symbiotic relationship according to Pieterse et al. (2012). It has been highlighted by Stegaroiu and Talmaciu (2016) that firms continue to strive for competitiveness constantly adjust to changes in the business environment.

2.1.1 Research questions, guidance, and its purpose

This research consists of five parts. The first chapter theoretically discusses the main topic, begins with a general discussion on the significance of the organisational change, its benefits and impact on employees' behaviour. The better understanding of that explains why organisational change presents challenging times for management and how to successfully manage change. It continues by pointing out the significance and the value of employees in organizational process change, in terms of successful change implementation. It further emphasizes the relevance of the topic, paying attention to the current state of organisational changes displayed on different statistics. The statistics show that inadequate change management will result in negative results for all individuals and the organisation as a whole. In the end, it mentions the
barriers to change which will be addressed and highlights the scope of this research.

The second chapter points out the research problem and the aims of this research by highlighting the importance of the topic, and then provides a historical background of organisational change impact on employees' behaviour. Describing past experiences and methods used in practice at this field, pointing out results of applied methods and its influence on resistance to change. Giving more insights into problems that occurred when the change has been implemented in the organisation and how the management has dealt with those problems. Further on, it examines factors that influence employees’ resistance to change such as employee participation, lack of trust, misunderstanding the purpose of the change, education, lack of communication and inadequate information sharing, introduction of new technology and other relevant factors for this topic.

The third chapter consists of research methodology, and provides more details on research design describing its development. It commences with an explanation for the choice of philosophical approach used to underpin the research strategy and how the research design was influenced by this. Following this there is a discussion on methods used for data collection nd an explanation of why such methods were considered appropriate for this research. There is also a description of how the data was analysed and what sampling procedure was applied, giving more insight on the targeted population, how the research participants in this study were selected, approached and recruited, and what restrictions and criteria have been used in the participants’ selection. Finally, this section finishes with more details regarding the research limitation.

The forth chapter discusses ethical considerations and permission protocols used for this research to ensure that participant’s rights and dignity are adequately respected at all times. This section provides information about the arrangements undertaken to ensure the protection of the identity of participants, procedures for securing permission for using a recording device,
procedures of the storage and destruction of data and procedures used to document the participants’ consent to participate.

The research concludes with the fifth chapter of the research findings and discussion. At the end of this section, recommendations are given according to the findings, which have been designed to help managers to better manage change or at least to get ideas of new innovative approaches to handle successfully the change and resistance that occurs during a change process.

The aim of this research is to understand the causes of, and resistance to change and establish the relationship among examined factors. Understanding the topic will help management to evolve and apply appropriate change techniques, apply adequate training that acknowledges the importance of employees' role and its' value within the organisation and develops open communication channels that will benefit all (Abrell-Vogel and Rowold 2014; Appelbaum et al. 2017).

The research questions that will be addressed in this paper will cover as follows: why employees’ resist change; what are the factors that motivate resistance to change, the impact of these factors on the future development of the organizations, what is the relationship between these factors. It aims to make best practice suggestions and approaches in dealing with resistance.

2.2 Research Problem and objectives of the research

In research conducted by Pellettiere (2006) it was found that about 70% of the initiated change processes ended with failure and did not achieve the intended goals and purpose. Pellettiere (2006) points out that:

“One of the main causes for these failures is the lack of a thorough diagnostic investigation in an organization's readiness and risk for a planned change” (p. 38-43).

On the other hand, Schraeder (2004) undertook a survey which showed positive outcomes for only 34% of companies that have accepted and implemented changes within the business, while 66% of companies will have a negative outcome and fail during the change process (p. 340). In accordance
with the above mentioned findings, Zwick (2002) confirms that changes initiatives continue to pose a major challenge for the vast majority of today's businesses (Fuioaga and Rusu 2018).

Change implementation within an organization presents a high level of “activity and energetic process” (Agboola and Salawu 2012: 235-242). According to Agboola and Salawu (2012) when change implementation is taken with insufficient seriousness and is implemented in an inadequate manner, it fails.

Objectives of the research:

- To highlight arguments why employees' resist accepting change.
- To identify the causes that motivates resistance to change.
- To provide adequate acknowledge regarding the impact of these factors on the future development of the organization.
- To evaluate the relationship between factors itself.
- To suggest the best practice and approaches in dealing with resistance.

Research Variables

The researcher took the following key variables into consideration:

- Resistance to change will increase when employees role is taken as irrelevant to the change process
- Lack of communication and quality information sharing relevant for change process will motivate resistance to change
- Misunderstanding of the importance of the change process and its purpose will increase resistance to change
- Mistrust of managerial capabilities will lead to resistance to change
- Low education literacy will motivate resistance to change
- Lack of employee participation will result in increased resistance to change

2.2 Background/history and literature review

According to Pellettiere (2006) organisations tend to implement the change without sufficient internal analysis and have tendency of initiating quick-fix solutions. Therefore, the majority of organisational change processes fail. Similarly, in the research conducted by Pasek et al. (2017) the approach “one-
“size-fits-all” was recognised as inappropriate and a problematic solution, therefore the recommendation is to “balance social advocacy goals with individual needs” (p. 397–412). In other words, needs and abilities of every individual are unique.

When introducing change the majority of managers adopt a “top-down” approach for implementing change, where decisions made by the executive team allow the firm to start solving problems almost (Uvhagen et al. 2018). However, the main disadvantages of the top-down approach are that staff might not like the program they use; incorrect implementation of the program, the program may not meet the needs that only employees would be aware of (Uvhagen et al. 2018).

In other words, the “top-down” approach does not take the employees’ opinions into account, forgetting that employees are an essential part of the process of change and they are the ones who will be using the program (Do 2018; Uvhagen et al. 2018). In addition, the most common reason for the unsuccessful organisational change was a lack of employees’ participation (García-Cabrera and García-Barba Hernández 2014; Karanges et al. 2014). For the successful implementation of every change within an organization, it is important and inevitably to involve employees, understand their needs and have a motivational plan ready (Tanasoica 2008; Kotter 2012; Caruth and Caruth 2018).

In their publication Yilmaz and Kilicoglu (2013) have added four elements as reasons for employees’ resistance to change: focus on self-interest by employees dissimilar from the company’s goals and change purpose; not having clear understanding of implementation of change process and its reasons, as well as their involvement; considering that the changes have no usefulness and are meaningless; and employees with low ability or willingness to tolerate the existence of opinions or behaviour that they dislike or disagree with.

At the same time, according to Fuchs and Prouska (2014) the reasons for not accepting change are the results of critical perceptions with negative
conception to a change process, and accounting poor change management responsible for that. Some of critical perceptions include intolerance of change, looking at change as a cause of trouble or difficulty in getting work done, change presents a burden, lack of freedom, fearing of uncertainty and unknown, and recalling previous negative experiences regarding change (Fuchs and Prouska 2014). Furthermore, data reveals “that employee’s who have experienced poor change management in the past are more likely to resist new changes” (p. 361–383).

Employees should be familiar with and informed about the change and what is achievable using further education program and training and having strong communication channels among all parties in the organisation (Reynolds 2003; Frahm and Brown 2007; Prediscan 2013).

“There is currently little understanding of what leaders should convey through their communication to be endorsed in crisis (Stam et al. 2018: 2859–2887).

According to different studies, reasons for employee resistance are inadequate and lacking, confusing and inaccurate information (Smollan and Pio 2018). Furthermore, Smollan (2016) emphasize personal costs as a result of the change process and reveals in his study:

“The transition triggered negative reactions on physiological, behavioural, affective, and cognitive levels, largely due to perceptions of inadequate processes and considerable uncertainty. For others, the aftermath was more damaging, mostly because of the extra workload, deteriorating relationships, and fear of further change” (p. 223–247).

To appropriately manage inappropriate information and minimize it, change initiators should pay attention and put effort to have direct and good communication providing detailed and relevant information as change occurs (Reynolds 2003; Frahm and Brown 2007). Communication should be strong at every stage of the change process to all employees affected by the change process. That will result in reducing the problems and obstacles in resisting changes and overcome those (Karanges et al. 2014).
In his research conducted in India Mittal (2012) has included Indian companies and Multinational companies (MNCs). According to Mittal (2012) better communication was found in MNCs comparing to Indian companies, therefore MNCs employees were more familiar and informed with the change process. The research reveals that employees resisted change because they were lost in change implication as they had no clue what they should do in their daily work (Mittal 2012). The data shows lack of communication from managers toward employees and lack of clarity in information sharing. In addition, employees were not provided with important and basic elements of the change. As the communication aspect is very important for MNCs based in India, they successfully manage resistance to change in comparison with Indian companies (Wiggins 2008).

Agboola and Salawu (2012) established when there is no introduction of a change process, nor stakeholder engagement and participation, the change process will end up destructive for the organisation with a high level of employee resistance to change (Daly et al. 2003; Reynolds 2003; Dolphin 2005). Therefore, it is crucial that stakeholders should be well informed and there should be high levels of communication by the change initiators within the organisation (Karanges et al. 2014; Akan et al. 2016; Ludivine 2017). Besides the communication, an organization could provide additional education opportunities to reduce and dilute resistance to change providing training, team buildings, and workshops, to support employees and make them ready for embracing change (Azzone and Palermo 2011; Olsen and Stensaker 2014).

“Coaching is a methodology that can generate passion for the organizational vision and goals” (Rolfe 2010: 291).

Employees will often demonstrate increased self-esteem and become more confident embracing changes after self-development programmes and education as they become more skilled, and the fear of the unknown is minimized and diluted (García-Cabrera and García-Barba Hernández 2014).

According to the study conducted by Agboola and Salawu (2012), one company applied the change in stopping of automatic wage increase had to
deal with increased resistance to change. The solution for the current problem company found in introducing a new bonus plan where all top-level managers had to make sure that their employees were well informed and educated about all benefits coming from the bonus plan (Akan et al. 2016). The result was a positive outcome where employees were working harder as the motivation was a bonus on better performance (Agboola and Salawu 2012).

Satisfaction at work is fundamental for the worker if organisations want to get the best performance from an individual. Participation can affect and increase the satisfaction of individuals (Guidetti et al. 2018). When employees are engaged and involved in the change process participating in decision making, they will be aware that they have value and are appreciated for work they are doing from the organisation. Stronger participation and engagement of employees will result in less resistance to change (García-Cabrera and García-Barba Hernández 2014).

Involvement and participation of employees in implementing change and decision making will result in greater understanding of change and its benefits (Appelbaum et al. 2013). Karanges et al. (2014) argued that greater employee involvement will result in “higher productivity, lower attrition, and improved organizational reputations” (p. 329–353)

Mutually “participation and collaboration of leaders and employees” will result in faster-fostering solutions when problems and resistance occur (Boohene and Williams 2012: 135-145). From employees' point of view, their active participation in change process will result that they might unlikely resist change. Employee with positive feelings such as feeling comfortable and confident, well appreciated for their work, will more likely to accept change (Boohene and Williams 2012).

It is seen in many cases that management doesn't care for the opinion of their employees, but just have the interest to command what has to be implemented no matter the consequences on individuals’ feelings (Fuchs and Prouska 2014). In such cases, the pressure and force are used as the tool to demonstrate their power and domination to obligate employees to accept change. In a time of crisis, it is suggested to use such methods (Mabin et al.
Different ways of using force have been applied such as increasing fear of job loss, degradation and being transferred to another job position or location (Cheng and McCarthy 2018).

The research conducted in Oti Yeboah Complex Ltd. (OTYL) by Boohene and Williams (2012) reveals usage of “Force approach” in dealing with employees resisting to accept the change (p. 135-145). The change occurs in the company because of the implementation of the newly accepted reward arrangement as replacement and incentive for other changes less pleasant and positive for employees. It was confirmed that the employees at OTYL Company were intimidated the idea of losing their jobs and were warned of being fired. OTYL Company had successfully controlled and monitored the resistance. At the same time applying Force approach was quite risky as it could result in anger, strong resistance to change and low cooperation from employees (Boohene and Williams 2012).

Communication, expressing and sharing opinions and negotiations are essential to get to the stage of mutual understanding for both, employees themselves and between managers and employees (Welch and Jackson 2007). That is the best way to get the details regarding tasks that have to be done, especially for jobs influenced by change process where tasks are possibly a bit different. According to Welch and Jackson (2007):

“Effective internal communication is crucial for successful organisations as it affects the ability of strategic managers to engage employees and achieve objectives” (p. 177).

Open communication will result in having a clear picture of tasks such as what to do, who should do what and when in time when a change occurs (Elving 2005; Akan et al. 2016).

Effective and productive critics together with healthy discussion will bring new and possibly better ideas to the table for the organisation (Wiggins 2008; Akan et al. 2016). One way to control and dilute resistance is motivation approach from managers by proposing diverse incentives and stimulus to employees if they decide to adopt change without resistance (Stam et al. 2018). Another
option to manage resistance positively is offering employees working in the different department, or making available to change job position, with the aim to feel more comfortable to work with less stress during the change process (Petrou and Demerouti 2010; Boohene and Williams 2012).

That way of thinking and solving problems of resistance to change is possible and applicable to those high positioned employees that have to resist to the change. The majority of the companies that were a part of the research have demonstrated and revealed that they are not really interested in using communication and negotiation approach in preventing and overcoming employees resisting to change (Sweet et al. 2017; Do 2018). Therefore, it is hard for the company to get a positive outcome and the majority of companies fail in suppressing resistance to change (Fuchs and Prouska 2014). Without communication and discussion, change initiators don't understand what the employees think about all that situation of change implementation, what they are faced with during change process and how they feel about it (Wiggins 2008). To manage organisation change smoothly it is important to look for long-term benefits and solutions (Abrell-Vogel and Rowold 2014). Those require an adequate understanding of the whole situation and the application of appropriate solutions when problems occur (Caruth and Caruth 2018).

Any organisation change brings for some if not for all employees difficulties they need to sort out and find the best way how to live with them (Stegaroiu and Talmaciu 2016). Here the top management plays the main role in the reduction of those difficulties if they provide support to employees. Being interested in employees and talking to them, management will provide support as a good listener and will have better insight into what has to be done to facilitate the best solutions (Pasek et al. 2017). Some individual have difficulties with change acceptance and adjusting to change for various reasons (Helpap and Bekmeier-Feuerhahn 2016). In addition, Tanasoica (2018) argues:

“Success in the workplace of the future will heavily depend on the ability to anticipate change, understand its impact and apply practical
methods to turn chaotic situations into opportunities for growth” (p. 622–624)

In these cases, management should be there to recognize that and to address where the problem is and make sure employees are guided adequately to handle smoothly overcoming resistance and adjusting to change. As the change comes from top management, they should be the one providing solutions for any future problems that might occur (Ludivine 2017). That includes different ways to support and encouragement for employees. Considering that the employees’ are at the bottom of a pyramid at the organisation and not in the position to make major changes without managerial support. According to Ludivine (2017) research, data indicates positive influence of “work practices such as teamwork, quality norms, formal appraisals, management recognition, and family-friendly policies” (p. 263–292).

As established in research conducted by Boohene and Williams (2012) it is proven that organisations with better relationship between managers and employees had less trouble with overcoming occurred resistance, in comparison to those companies with weak and problematic relationships. Furthermore, providing opportunities for development and employee progress resulted with lower level of resistance to change (Boohene and Williams 2012).

As reported in the research by Mittal (2012) it is noted greater support from managers and better relationships with employees in MNCs in India in comparison to Indian Companies. Therefore, they have a better result in overcoming the resistance to change. Open communication approach and sincere interest towards employees have been applied in MNCs companies. Furthermore, managers had a tendency to communicate frequently towards employees with the aim to better understand how they feel when affected by the change. The objective of those managers was seeking if there is anything that management should do to help employees to defeat difficulties of accepting change (Mittal 2012).

In the end, in accordance with a proverb "an ounce of prevention is worth a pound of cure" it's wise for the organisation to make sure not to repeat the
history of bad experiences dealing with resistance to change, therefore to take prudent steps in advance before resistance appears. To accomplish that it is advisable to organise programs that will affect and change bias and increase employees awareness by introducing elements that might motivate resistance such as self-importance, misinterpretation, lack of understanding, mistrust and low tolerance (Rock and Donde 2008).

Furthermore, an organisation has to recognize and analyze the cause of resistance to be able to successfully overcome the problem of change acceptance. There are different reasons for resistance that will appear in a diverse organisation (Stegaroiu and Talmaciu 2016). After identifying the cause of resistance, the organisation has to deal with them and dilute them in the most convenient way and apply the most appropriate approaches. Managers should have the highest interest in fully understanding change process and react in the manner appropriate to reach a positive outcome (Beşliu 2018). The next section will identify and examine factors that influence employees’ resistance to change.

2.3 Identifying and examining factors that influence employees’ resistance to change

The last few decades were marked by a discussion within the Management and Psychology area asking questions targeting reasons and factors of positive or negative outcome regarding change process implementation within organisations (Appelbaum et al.2017; Stegaroiu and Talmaciu 2016). Partly the research was answering the question how the organisation prepared for forthcoming changes and what that looks like, how the change implementation process is undertaken and what is the reaction to organisational changes within an organisation (Smollan 2011; Fuioaga and Rusu 2018). The researches were focused on the higher level of the organisation pyramid, where employees mostly had a small, unimportant and secondary role during the past decades.

In recent years this topic has become very important in understanding how the employees’ role affects the failure or success of the organisational change and plays a key role in this process (Do 2018). Emphasis is placed on
understanding the important role of employees during change implementation, including employees' needs and difficulties during that time, and conducting motivation factors important for the successful outcome of the change process (Furst and Cable 2008; Fuchs and Prouska 2014). One of the factors named in these researches is the employees' participation (Karanges et al. 2014).

This research will list the different and most important factors that affect employees' resistance to change (García-Cabrera and García-Barba Hernández 2014). The main goal will be to present insight regarding the topic by tracking its evolution through years in the past to the present day, to try to identify all factors and address the reasons of the appearance of those factors, to evaluate their influence and mutual connections and relationships between each other if there is one (Beşliu 2018). A better understanding of all of that will help management providing a clear picture of change process overall, help them to understand how employee feel in their shoes at that time of change, find the best practice and ways to overcome resistance, and finally, reach organisational goals by successfully implementing change process (Tanasoica 2008; Wittig 2012; Abrell-Vogel and Rowold 2014).

2.3.1 Employees’ awareness and understanding of the change outcome/ "power of control"
One of the crucial variable in resisting change considered in previous studies were employees awareness and understanding of the change outcome and its' consequences when were taken under consideration their position and status within the organisation and their personality, temperament, and quality (Tanasoica 2008). Accepted theories used in past studies and linked with this one were: "coping method" (Rafferty and Griffin 2006) presenting employee mode when facing and confront the change; "power of control" (in later studies known as "perception of control associated with changes") in regarding to employees personality and their assumption and attitude about their personal impact on the organizational change (Wanberg and Banas 2000; Neves and Caetano 2006). Assumption connected to the variable "power of control" is that individuals will easier accept the change and more likely react positively to change when the perception of being aware of having higher power over control related to change.
2.3.2 Employees’ characteristics and self-effectiveness

The theory of “self-effectiveness” has been directly connected with individuals' personal ability to do the job in the best way and successfully (Wanberg and Banas 2000; Appelbaum et al. 2013).

According to Appelbaum et al. (2013) when the employees "self-effectiveness" is stronger it is most likely to expect increased positive reaction accepting change and participating in it. Further on, Appelbaum et al. (2013) discuss on importance of trust towards management:

“When employees believe in and trust their management, it motivates and encourages employees' participation in decision making which improves employees' efforts, benefits their job satisfaction and commitment to work” (p. 412)

To be clear variables connected with employees participating are directly connected to a specific change happening in the organisation, while opposite to individual personality variables is connected only and directly to and concern only the impact on the individual (Vakola et al. 2004). The variables related to status and positions of individuals in the organisation are counted in the last group the individual characteristic variable. According to Appelbaum et al. (2013) employees on the positions with larger flexibility and opportunity for free decision making while doing their daily duties are more likely to accept change in contrast to employees with fixed and strict tasks.

Author of this paper assumes that employees who do they daily tasks with more confidence and flexibility will show less resistance to change, as will be more capable to handle changes when they occur. Furthermore, the author of this research shares above mentioned Appelbaum opinion and will investigate another factor relevant to resistance to change, the factor of social impact. In addition, the variable "self-effectiveness" is linked to the "social impact variable therefore the following section will explain more about it.

2.3.3 Social impact of managers and co-worker

Next relevant variable used in past studies is the social impact of managers and co-worker towards the individuals’ choice when rejecting or accepting change. According to study by Vakola and Nikolaou (2005) employees with
positive experience and constructive view towards social environment within the organisation will more likely have less stress when change occurs and have higher confidence regarding how change will affect themselves and their daily duties. Vakola and Nikolaou (2005) stated that:

“The most significant impact on attitudes to change was coming from bad work relationships” (p. 160).

More specifically, in their research Guidetti et al. (2018) have established the positive impact of co-workers on the employee acceptance of changes in the organisation. In his research, Slavov (2015) focused on employees’ characteristics and have revealed that depressive employees will more likely react negatively to change than those employees with a positive attitude.

It is the opinion of this author that when individuals can trust and rely on their co-workers they will show less resistance toward change. Having someone who understands how you feel reduces resistance to change (Fuchs and Prouska 2014).

The next section will investigate the following factor important in resistance to change which is employees' participation. Employees' participation variable can easily have a close relationship with and affect Social impact variable. The author of this research believes when the higher the employees' participation is, the higher self-confident the individuals are. Therefore, those individuals will successfully resist the influence of the majority.

2.3.4 Employee participation

Employee participation is one more variable that has been usually adopted and used when researching and analyzing resistance to change. Employee participation and involvement in all stages of organisational change such as planning change and its' execution will have a positive impact on process overall as the employees have a feeling of having everything under control (Wagner III 1994). In addition, Karanges et al. (2014), discovered in his research of the hospital industry that nurses who have participated were more tolerant in accepting change as they had a higher and clear understanding of why the change is happening and its benefits. The data indicated as well, that
those nurses had a favourable position in the organisation in comparison to
the individuals that were not participating (Karanges et al. 2014).

As stated by Oreg et al. (2011) the “change recipients who experienced high
levels of participation tended to report higher readiness and acceptance of
change” (p. 491). Therefore, it resulted “appraised change as less stressful
and exhibited overall support for the change” quoted in Oreg et al (2011: 491).
The author of this research completely agrees with above Oreg's statement.

According to Lewin’s (1947) theory of unfreeze–change–refreeze, it is on
management to deal with and decrease the degree of resistance to change
which will result in affecting the change process (Lewin 1947 cited in Burnes
2004). The most convenient way to achieve that, according to Lewin (1947),
is to include employees to participate in change at every stage of the process
(Lewin 1947 cited in Burnes 2004). If this is undertaken employees will develop
feelings of ownership over change and that will result in an improvement in the
relationship between manager and employees and increased levels of trust
between them.

In addition, Coch and French (1948) have pointed out the importance of the
need to be a part of the change process by participating in it, both employees
as a group and individuals (Coch and French 1948 cited in Burnes 2015). Their
research was conducted in the textile industry with employees whose tasks
were often changed in accordance with tasks delegated by managers.

The change process in the company resulted in high levels of employee
resistance to change. Employees' resistance was demonstrated throughout
making complaint and feeling outrage, lack of effectiveness, no matter they
have been working with changed tasks at the job for a while. It has been
established that employees' resistance has been connected straight with
changes of tasks at the job. The reaction of employees was negative,
expressed by actions where the production was limited and obstructed, direct
hostility towards top management and the way they run the business.

When having interviews with employees, Coch and French (1948) found out
that changed tasks were connected with position degradation, created the
feeling of fear of unfamiliar outcome and resulted in mistrust towards management directly connected to that change (Coch and French 1948 cited in Burnes 2015).

Through experimental analysis conducted by Coch and French (1948), it has been presented a huge decrease of employees’ resistance towards change process in the group that has more participation in the change in comparison with the controlled group without being a part of the change process (Coch and French 1948 cited in Burnes 2015). The more management includes employees in a change process, the more obvious was the reduction in employees’ resistance and faster adaptation and acceptance of change from employees. This study also identified significantly increase of trust towards managers when employees had greater participation.

Lately, there are other researchers that shared the same opinion of the importance of employees’ participation in a change process. Quite similar to Lewin's (1947) theory of "employee ownership" is Argyris' (1970) theory of "internal commitment" (Lewin 1947 cited in Burnes 2004). Argyris (1970) believed that when employees are not included with their participation in the organisational change they will not have a full understanding of why the change is important and needed, as well will not be aware of benefits that change brings along and more likely would lead to resistance to change (Argyris 1970 cited in Burnes 2004).

Researchers like Wagner III (1994), McKay (2013) and later Fuchs and Prouska (2014) have been supporting the theory of employees’ participation as essential and important for the success of organisational change.

According to Applebaum et al. (2013) who stated that employees' involvement in decision making will result with an increase of trust among all parties affected by change especially toward managers and therefore employees will unlikely resist changing.

As per author employees' participation plays a huge role in resistance to change, but there will be a lack of participation unless the communication channels are used properly and frequently. The following section documents
and discusses the Communication Process as the next important variable.

2.3.5 The Organizational Communication Process

Equal attention beside the role of employees' involvement and its impact on change rejection or acceptance has attracted another factor used in many research. That factor involves information sharing and communication relevant to the change process among all parties that were impacted by the change in the organisation (Parsells 2017). The research about housing re-organisation in the United States conducted by Wanberg and Banas (2000) shows how employees with good communication with their superiors, that have been clearly and detailed informed about change and were happy and satisfied with the received information, have had a positive attitude toward change process. When employees were participating in all steps of the change process the results were positive, with low resistance to change. This is evidence of the importance of proper communication for a successful implementation of the change process (Wanberg and Banas 2000).

Reynolds (2003) conducted research of two just merged textile companies and have established negative results related to insufficiency and inadequate information sharing regarding the change implementation. The data indicated that a group of employees without adequate information related to the merging of the two companies felt uncertainty and fear in comparison to those who provided adequate information about the change.

It has been pointed out by different authors the significance of communication and exchanging of relevant information among managers and employees in time of organisational change (Dolphin 2005; Frahm and Brown 2007). Authors such as Applebaum et al. (2013) and Akan et al. (2016) have observed that through the open communication channels individuals have opportunity and are allowed to express their worry, what disturbs them, what they don't agree with and what they don't like and with which they feel uncomfortable.

The type of direct and open information exchange and communication enables managers to get the feedback (Akan 2016). Therefore, they can identify possible and current problems and react appropriately. That as result
decreases the degree of actions and dilutes the factors that motivate employees to resist change. As it is confirmed and has been stated by Carrière and Bourque (2009) the lower degree of employee resistance was noted when a group of respondents was encouraged to accept open communication through stimulating exercises, training sessions, and workshops. According to Elving (2005) applying adequate communication in change process has for result lower resistance. The same research has also identified that the fear of unfamiliar and uncertainty has been reduced and employees could clearly understand the reasons for change implementation (Elving 2005).

In addition, there were different authors such as Daly et al. (2003), Applebaum et al. (2013) and later Karanges et al. (2014) that have believed how communication in an organisation is vital in developing good and strong relationship among employees and management as well for building trust between each other (Reynolds 2003; Dolphin 2005). All above-mentioned authors share the same view on the importance of having open communication channels in an organisation. Authors strong argued that appropriate communication relevant to the change process will significantly and positively influence on improving trust and reducing resistance (Daly et al. 2003; Applebaum et al. 2013).

According to the opinion of the author of this research and his beliefs communication is necessary for successful cooperation and positive outcome of every project. There is a difference between pure and common communication and sharing relevant and important information for actual actions and at the relevant time. Communication is the channel for information distribution. There are different ways to communicate. An organisation is using communication channels for information distribution to the endpoint. Communicating as well means to receive information, to get a feedback which is important for managers to identify problems, to predict the future flow of the running project and undertake needed modification in a timely manner. Frequent and open communication will bring higher cooperation among personnel in the organisation and achieve successful outcomes. More precisely, communication, where the information shared, is irrelevant and not
specific in terms of the current project, it will result with failure. It is important to recognize that many studies emphasize the importance of frequent and accurate information sharing in time of organizational change (Elving 2005, Applebaum et al. 2013). More on quality of Information sharing will be provided in the next paragraph.

2.3.6 Quality of Information

It is important to understand and to distinguish general communication and information sharing. Information sharing refers to accurate information related to specific undertaken actions or change process that is provided to employees’ in a timely manner. Quality of information is linked with problems such as fear of uncertainty and unfamiliar outcome of the change process and lack of understanding of the need for change that has been mentioned by Ludivine (2017) and other authors as the typical reason for resistance to change (Elving 2005; Wiggins 2008). In previous research Wiggins (2008) indicates organisations deal with a high possibility of strong resistance to change where there is no adequate and trustworthy information provided to employees’. According to Wiggins (2008) and Ludivine (2017), the aim of organisations should be to keep and preserve a familiar and pleasant working environment where employees feel comfortable doing their job. Quality of information sharing will enable that and result in a decrease of resistance.

According to Elving (2005) who declared that to achieve an effective outcome organisation should build environment with adequate and trustworthy communication. That would result in providing correct information integration and raising employees’ awareness and feelings for the obligation to reach the goals and objectives set by the organization (McKay et al. 2013). In their research, Coch and French (1948) have recognized worry of unfamiliar consequences as the factor contributing to resistance to change (Coch and French 1948 cited in Burnes 2015).

Respondents in the controlled group have had no relevant and on adequate information provided regarding why the change is happening, why is it necessary or relevant information regarding change implementation. That caused a growth of fear, nervousness, and trepidation and has resulted with
open force against change acceptance. This evidence indicates distressed employees who faced with uncertainty due to the lack of inadequate information and lack of communication during the change process (Welch and Jackson 2007). Therefore, they faced with increased anxiety, doubt, and concern what future brings.

As stated by Rafferty and Griffin (2006) in research of Public Service in Australia it is verified, employees who were informed on change and aware that before change execution happened the "consultation, discussion and adequate preparation were carried out", have responded highly positive to the change (Rafferty and Griffin 2006: 1155).

When Reynolds (2003) did his research, after careful analysis he has classified factors that have an influence on employees' to resist changing and has pointed out certain ones as major contributors that enhance the employees' resistance towards change. In that group, he has recorded uncertainty, lack of understanding of organisational change and not having a clear picture and understanding why the change is necessary. Everything named was directly connected with lack of relevant and detailed information sharing (Reynolds 2003).

To conclude, when accurate and credible information is provided to employees it will limit individual fear of the unfamiliar outcome, as they will be well informed about organisational objectives and goals and all relevant information regarding the change process itself (Akan et al. 2016). Communication on change implementation should be customized in accordance to the individual level and the role within the organization (McKay et al. 2013). One possible explanation for that is every individual responds differently to changes that are taking place (Pasek et al. 2017).

To conclude, the author of this research strongly believes that lack of adequate and reliable information will result in the failure of any project including organisational change process and will increase employees' resistance to change. It is to believe that correct information sharing will decrease resistance and have a positive effect on factors that motivate resistance to change such
as misunderstanding, fear of uncertainty and job loss, lack of confidence (Akan et al. 2016). It is important to recognize that trust in managers capabilities will raise employees' acceptance of what they have been told. It will result in the influence of information received from managers (Welch and Jackson 2007; Prediscan and Bradutanu 2012; Pasek et al. 2017). In addition, it will be discussed the importance of employees' trust towards Management capabilities.

2.3.7 Employees’ trust towards Management capabilities

The other mentioned topic discussed in earlier researches regarding the resistance to organisational changes is leadership and management functions and their influence in the time of changing process. According to Neves and Caetano (2006), mistrust and doubt will decrease when the employees' evaluation of managerial capability has the high outcome.

It has been seen in practice that many organisations were faced with a high level of resistance to change in cases of lack of trust or where that trust was endangered and obstructed. Elving (2005) stated the need for the environment at the workplace where support has been provided and threats were diluted and removed to achieve effective change process. In addition, Lee Chin Chin and Idris (2017) noted that employees, who have to expound strong resistance towards change acceptance, have also shown lack of trust towards managerial capabilities. The authors have argued that the increase of trust will significantly influence on the reduction of the resistance toward change (Lee Chin Chin and Idris 2017).

The trust involves questions of trustworthiness, dependability, and straightforwardness. In change process employees might have further concerns such as facing status degradation, fear of the unfamiliar outcome of changes and without permission and allowance to express their fears and worry. In his research Ellonen et al. (2008) is mentioning lack of courage and hesitation as factors influencing resistance to the organisational change process. Ellonen et al. (2008) assumed that if employees would not put their trust in management as change initiators, they will most likely resist a change. Later on, Xingchi et al. (2017) has also recognised deficiency of trust as the
factor that affects resistance to change. In addition Nešić and Lalić (2016) noticed in their study significant influence of trust on job performance.

As could recognise from the argument above there is a straight and direct line connecting trust and resistance to change. But as well, a majority of the mentioned authors above have noted that there are other factors that could affect the trust at employees’. Those factors are the amount of participation in all stages of change process and quantity and quality of information shared and the frequency of communication (Welch and Jackson 2007, Applebaum et al. 2013; McKay et al. 2013). In more recent studies the same assumption has been confirmed by different authors such as Akan et al. (2016), Pasek et al. (2017) and others. They discussed that a high level of trust by employees affect positively on the reduction of resistance to the change process. As well, they noted open and frequent communication improves trust (Applebaum et al. 2013; McKay et al. 2013).
Chapter 3: Methodology

3.1 Introduction

This chapter describes the methodology used in this research and describes the ways data was collected. The introduction starts with providing details of the philosophical approach used as a choice for underpinning the strategy used for this research. As well it includes what were the results of its effect on research design. That includes different challenges that have occurred while commencing the research and justifying the arguments for the chosen methods used in this research.

Thereafter follows a debate regarding the findings of the pilot testing that have been used for research objectives and its influence of phrasing the questions and variables in this research. This leads to the choice of the methods of data collection, followed by transcription and data encoding, ending with testing and interpretation of research findings. The end of the chapter describes the limitations of this research. Below follows the discussion on research design and the reasons for the chosen method for this research.

3.2 The research design

The design used in this research is descriptive based. This approach has been chosen as the study seeks to give an explanation of employee perception and attitude based on data collected at a certain time (Bryman and Bell 2007). Besides, it benefits from generating good answers from different respondents. In addition, it includes objective and detailed information collection to explain the actual phenomenon.

In this study, the researcher was focused on qualitative methods (Silverman 2013; Awashty and Gupta 2015) for conducting the research. In terms of having a greater understanding of the importance of employees’ role, the perception that employees’ have towards change and discovering the most appropriate technique to deal with resistance to change. The study adopted a qualitative design with a reflective process that operated through every stage of the project (Moran 2013).
The philosophical approach applied was derived from the interpretivism paradigm which aims to gain an in-depth understanding of how humans behave and “the subjective meaning of social action” (Silverman 2013: 16). That model derives from the belief that better interpretation and knowledge of the individuals and groups come based on inner experience rather than facts. The interpretivism has its foundation in the perspective that human beings vary from "natural science objects", therefore it demands “individual content of social activity” (Silverman 2013: 3-18).

This approach was adopted in the belief that it will provide personal insight into employees' perception of organizational change, where the use of a scientific method using statistics or numerical data could not. The model applies an inductive concept using meanings versus methods focused on measurements, like interviews and participant observation (Mojtahed et al. 2014). Therefore, it relies on the subjective relation among researchers and participant.

As stated by Wisker (2008) inductive methods appoint "less emphasis on testing theory and more on its development than the data you generate" (p. 69). The reason for choosing this method in this study is that interpretivism identifies the social impact on individuals' behaviour that has been the base theory supporting this study (Martins and Nunes 2011). It can be seen that this explanation of qualitative research fully concurs with and parallels the theoretical framework for this study, “social constructivism” or in other words, how people construct their knowledge through interaction with other people, for example, managers or coworkers (Mojtahed et al. 2014).

The study will apply pragmatic method (Silverman 2013) being focused on recognising gaps in this field and recommending appropriate ways for improving current methods established in findings. To this end, using an inductive analysis [not having a theory to test], provides the potential to explore and seek a deeper understanding into the phenomenon of how management interaction impacts the employees’ perception of organizational change and how it affects on resistance to change (Mojtahed et al. 2014). The form of thematic content analysis will be applied in this research for analysing
qualitative data during the interview, having in advance prepared questions under thematic sections as guidance.

3.3 Challenges Faced in the Research Design

There certainly were some challenges faced in the design of this study. The most significant obstacle was negotiating the boundary between this researcher and the participants. The participants were aware that the researcher was a college colleague of their current CEO and therefore could have felt a reluctance to talk freely with the interviewer, not being sure if this is a trap to catch them telling confidential information and violate the company's reputation by sharing negative experiences. That could have shaped how they answered the questions as they could have viewed the interviewer as an “conspirator” (Trowler 2011: 2).

In order to remain objective and be “reflexive” as a researcher Hellawell (2006) recommends critical self-reflection (p. 483-494). For this reason, the researcher kept a reflexive log, which described the influence and impact of the researchers change in thinking over the course of the study. Furthermore, it was decided that the ethical guidelines (NCI Dublin, 2017/2018) should emphatically reassure participants that they would remain anonymous and that there would be no traceability of data gathered from the study (see Appendix B).

Another issue observed was that in 2010 certain Home Care providers were under investigation, including the Organisation X that the interviews were conducted. That year was a public relation disaster with a home care scandal because of unregulated home care industry with no standards and no legal obligation on the home care providers to check staff. Major changes happened after an investigation in the home care industry and the interviewed company as well.

In order to surpass this obstacle, it was decided that an abstract was needed in the interview schedule, which was emailed one day prior to commencing the interviews with the participants. That way the participant could have greater
insight into why the interview was being conducted, and what was to be achieved by providing true answers at the interview.

Lastly, reflecting on the mentioned public scandal it was necessary to conduct a pilot interview with responsible managers to get approval for conducting prepared interviews questions. It was recognised that the language needed to be simplified in the interview questions to ensure the participants fully understood the questions being asked.

3.4 Research Method

The reason this study was undertaken was to get an in-depth understanding of how organisational change influences employee behaviour and have an effect on resistance to change; how managers handle resistance and manage the change, and how employees feel like and have perception regarding the change. Inductive research methodology and qualitative methods such as interviews, aim to provide this in-depth understanding and uncover people’s social interactions and practice (Moran 2013; Mojtabahed et al. 2014). Simply put, this method afforded the researcher the opportunity to construct meaning and gatherer rich data from the participant interviews, to inform this study. Nevertheless, it was not without its faults.

One of the main criticisms of qualitative methods is subjectivity or in other words how the research is shaped by the perspective of the researcher (Awasthy and Gupta 2015). It can lead to bias if care is not taken to remain objective, especially considering the researcher's familiarity with the CEO of the company (Awasthy and Gupta 2015). Furthermore, it had merits for this study, in that qualitative methods are important to understanding how and why participants feel the way they do in a time of change implementation (Silverman 2013).

This method was more flexible than a survey questionnaire as participants were not restricted by a set number of answers (Moran 2013) and could give a full explanation for how organisational change impacted their behaviour and perception of change.
3.5 Sampling Procedure

3.5.1 Sampling Description

The research question mentioned in The Research Method section highlighted a specific sample population type required for this study. The participants needed to be adult employees with long experience in the care industry and as well be employed in the same company during change implementation. Certain exclusion criteria have been used in the research, such as the owner of the organization will not be included; it is expected to be a mix of male and female participant’s different ages and characteristics, from different departments; it is expected to include new and old employees; vulnerable groups will be excluded from participating and interviews will be one on one.

Due to these very specific requirements, “systematic non-probability sampling” was deemed to be the most suitable procedure, that one may facilitate the research of a certain aspect of attitude (Mays and Pope 1995: 109–112). This form of sampling targets a particular participant and implies that “certain people are more likely to be selected than others” (Silverman 2013: 541).

The sampling method range can be observed with a certain level of doubt among researchers who are familiar with the randomization principle that is at the centre of the probability sampling method. Furthermore, the chosen sampling strategy is systematic, established on set criteria constructed to choose the best sample appropriate for this research (Ruhl 2004).

This selection of what could also be viewed as critical case sampling was selected since the participants had specific experiences in organizational change implementation, which was used to draw evidence and critically inform the core research objectives (Laerd 2014). This form of sampling is “decisive” in explaining a phenomenon such as the one that is being explored in this study (Laerd 2014). While critical cases should not be used to make “statistical generalisations”, it could be argued that they assist in making “logical generalisations” (Laerd 2014). Of course, any logical
generalisations arising from this study should be carefully assessed. The participants were informed of the nature of the study via email.

### 3.5.2 Sample Group

Participants for the interview were drawn entirely from the Organisation X organisation. Permission was granted by the Organisation X CEO to conduct the interview schedule with the participants. An administrator was assigned by the CEO to distribute the letter of invitation for participants to participate in the study. This was also emailed in advance to the participants, with the abstract on organisational change and resistance to change.

The probability of sampling was used as a selection method (Ruhl 2004). The rationale behind this is that all participants stand an equal chance of being selected for inclusion in the study, as it aims to get the viewpoint of various personality types.

The participation rate was as required. There were 8 candidates interviewed. The demographics of the interview participants were selected at random by the top manager (Wisker 2008). There was a mix of culture, age, and gender which was deemed to be beneficial to the study, in that it was not biased and represented the viewpoints of a varied group. Therefore, the respondent age ranged from 28 to 55 years old, consisting of 1 male and 7 female, 7 of who were Irish nationals and 1 being a foreigner. Table 1 displays the profile of the interview population. Participants were from different departments that include career, supervisors, managers, administrator and accountant department. It was essential for the research to include participants that had long working experience in the Care industry. Additionally, it was important to include the participants employed by the same organisation and therefore whit experienced change implementation within the organisation.

| Table 1: Participants’ characteristics |
## Characteristics of the participants

<table>
<thead>
<tr>
<th>Status</th>
<th>No. of Respondents</th>
</tr>
</thead>
</table>

### Age

| Below 20years     | /                  |
| 21-30years        | 1                  |
| 31-40years        | 4                  |
| 41 and above      | 3                  |

### Gender

| Male              | 1                  |
| Female            | 7                  |

### Experience in care industry

| 3-4 years         | 1                  |
| 5-6 years         | /                  |
| 7-10 years        | 3                  |
| 11 years and above| 4                  |

### Changes in education level

<table>
<thead>
<tr>
<th>Before change implementation</th>
<th>Most of respondent agreed that they had lower education level, as there were no regulations for that</th>
</tr>
</thead>
</table>
All respondents were involved in some kind of further education such as college gaining degree or taking necessary courses and training relevant for their role.

<table>
<thead>
<tr>
<th>After change implementation</th>
<th>All respondents were involved in some kind of further education such as college gaining degree or taking necessary courses and training relevant for their role</th>
</tr>
</thead>
</table>

### Current level of education

<table>
<thead>
<tr>
<th>Level</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-7 level</td>
<td>3</td>
</tr>
<tr>
<td>8-9 level</td>
<td>5</td>
</tr>
</tbody>
</table>

### Where the participants coming from

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ireland</td>
<td>7</td>
</tr>
<tr>
<td>Foreigner</td>
<td>1</td>
</tr>
</tbody>
</table>

Exclusion criteria used in the research as follows:

- Owner of the Organisation will not be included
- It is expected to be a mix of male and female participants
- It is expected to be different ages and education levels of participant
- It is expected to be included employees from different departments
- It is expected to include new and old employees
- Vulnerable groups will be excluded from participating
- Interviews will be one on one, not group interviews
- It is excluded any supervision of the interviews

#### 3.5.3 Interview Design

The objective of this study was to explore the respondent's perceptions and feelings of organizational change. Therefore, it was decided that semi-structured interviews provided a means to delve further into points that were significant (Moran 2013). This “probing” has long been recognised as a useful means for data collection when the participants' perceptions, experiences, beliefs, values, and attitudes are the focus of the study (Saladana, 2012; Moran, 2013; Silverman 2013). After the interviews with...
participants, an examination of the data collected was carried out through “thematic analysis” (Guest 2012: 11). This form of analysis focuses on examining, identifying and recording themes or patterns within a data set (Guest 2012). These themes or patterns are viewed as important to describe the phenomenon that is specific to the research question (Guest, 2012). This analysis was critical to inform the phenomenon of this study and its core objectives.

In line with Guests (2012) applied thematic analysis recommendations for the design of the research questions, the interview schedule consisted of 10 thematic sections with abstract and sub-questions. As discussed in the last section the use of semi-structured questions allowed a degree of flexibility to probe further where required (Saladana 2012). Section 1 centered on demographics, seeking information on age, gender, and nationality. Section 2 and 3 were designed to give respondents the opportunity to express their feelings on the role of the managerial staff and how they felt about getting or receiving help from managers and their involvement in the change process. Section 4 and 5 were focused on the role of the information sharing and communication about change and employees’ perception of change consequences. Following this, Section 6 and 7 sought to examine participant’s self-efficiency and social influence of colleagues and management. Finally, sections from 8-10 covered another key phenomenon for this study the technology acceptance and education and needed qualification acceptance. Here the participant had the opportunity to express their opinion on the influence and consequences they were dealing with during the change process. Once the thematic sections with questions were designed and formulated, the next step in the research methodology was to pilot test the interview schedule.

3.5.4 Developing the interview

Before interviews were conducted, participants were informed regarding the research purpose and were given the guarantee regarding ethical principles, of anonymity and confidentiality (Griffee 2005). This gave participants the idea of what to expect out of interviews, raises the probability of fairness and
makes as well the basic aspect of the informed consent process. The interviews were conducted in a peaceful area without interruptions and management or administrative supervision.

The interviewer tried to relax the participants before starting the interview to gain more productive conversation and answers, as the atmosphere was tense because of mentioning the investigation conducted in 2010. Therefore, the interviewer has established rapport with interviewees prior to the interviews to make a positive effect on the following development of the interview. Additionally, the interviewer was familiar with the interview schedule which made the interview as a natural conversation and less drilled. The important aspect of interview recognised in this study was careful listening to what respondents are saying to avoid unnecessary disruptions and allow participants to remember as much as possible of their experiences. That was supported by certain body language, such as "nodding, smiling, looking interested and making encouraging noises (eg, 'Mmmm') during the interview (Pope and Mays 1999: 11–19). That resulted that participants talked more and have been more comfortable to elaborate and discuss certain problems (Kvale 1996). When there was need the participants were asked to clarify what they said in the case when it was unclear what they mean. It was avoided to use a type of questions that would lead to or influence a particular answer. The interview finished with thanking participants for being a part of this research and they were asked if have anything to add in case they think it is important and they haven't been asked at the interview (Kvale 1996).

The interview schedule was designed with questions that could give the interviewer as much information related to the research phenomenon as possible and also be able to respond to the goals of this study. The questions were open-ended, meaning they required a descriptive answer, not only Yes or No answer, neuter, sensitive and able to understood (Griffee 2005). The interviews were started with questions that were easy to answer and followed with more challenging and sensitive topics (Griffee 2005). That resulted by building trust toward the interviewer as participants were relaxed
and felt more comfortable to talk and have generated rich data from the interview.

The pilot interview has been scheduled, prior to conducting the interviews, with two responsible managers (Pontin 2000). This allowed the researcher to establish if the interview schedule is appropriate, able to be understood and capable of providing clear answers to the research questions and if there is need to adjust and make changes to the interview schedule. The length of interviews was from 45 to 60 minutes and was performed on a one-off basis (Opdenakker 2006).

The interviews were recorded using a digital recording device and transcribed later (Oliver et al. 2005). This ensured an accurate record of what was said and in this way provides protection to both the researcher and the interviewee (Pontin, 2000). During the interviews and immediately after every interview, the ‘field notes’ were taken regarding observation, thinking, and ideas related to the current interview. That was additional help for the coming data analysis process (Opdenakker 2006).

3.5.5 Pilot Testing the Interview Schedule

In an effort to ensure the research design was appropriate and “reflexive” (Hellawell, 2006, pp.483-494), the interview schedule was pilot tested with two face-to-face interviews, in which managers one female and one male were selected. This proved to be an extremely beneficial mechanism to test run the interview questions. The pilot test uncovered some problematic areas in the schedule. For example, while testing out the schedule it was observed that there was a lack of comprehension of the terms used in the interview schedule. Therefore, it was necessary to explain certain terms because certain employees had low literacy. This is clearly highlighted in the recording and resulting transcripts where there was significant time spent explaining the concept of organizational change and resistance to change to the interviewees. To overcome this issue an abstract was drafted which gave a clear and straightforward explanation of organizational change and resistance to change. The abstract was sent to the participants by email prior to the commencement of the interviews. In addition, it was read to participants prior
to conducting the interviews. This proved to be very successful in subsequent interviews [refer to Appendix for copies of the abstract, letter of informed consent and interview schedule].

Another issue highlighted through pilot testing was that the use of technical language presented difficulties for some participants [particularly the foreign employee]. The questions had to be simplified as the participants clearly struggled to understand some of the terminologies; as cautioned by Bryman (2008) “avoid technical terms….use simple, plain language”. Once adjusted the participants were able to provide substantial and in-depth answers to inform the objectives of the study.

At the end of the pilot test, the researcher felt it was necessary to change certain sensitive questions. It was considered that some questions had the potential to be misinterpreted, and may have been perceived to be associated with the negative public relations story that had unfolded in 2010. Many old employees still held negative associations with that experience. Therefore, might react by rejecting to participate in an interview or could even feel uncomfortable and frightened to talk about it. To overcome this issue the interview questions were modified in a way to provide an atmosphere where respondents were more open to talking about good experience and bad practices, behavior and perspectives that they might avoid to talk about in other situation (Silverman 1993). The objective was to get rid of negative feelings from participants, to gain their confidence when talking about the sensitive subject matter, describing their experiences in accordance with their own priorities, understanding, and interpretation (Brannen 1988).

3.6 The methods of data collection

The research is based on both, primary and secondary data to help in better understanding of the topic using past and present information relevant to this research. There were used several methods of data collection which include observation, textual or visual analysis and interviews (Silverman 2000).
Secondary data was collected from existing similar studies that have been explained. It was applied "document analysis". This includes evaluating and analysing written documents. The data is gathered from textbooks, journals and articles from trusted and acknowledged online journals, National Library, NCI Library, Internet and includes data from former similar cases that have been written. Document analysis was found very useful in conjunction with interviewing method in this research.

Qualitative interviewing is the method used for collecting of primary data, conducted as one-on-one interviews. The reason for using interviews suits this research as it provides information on participant's feelings and reaction related to the topic (Pope et al. 1999). Interviews are used to gather data from participants views, motivation factors, past and current experience regarding organisational change and their beliefs (Legard et al., 2003). The aim is to explore, describe and gain a ‘broader understanding’ of employee resistance to change and their behaviour (Greenhalgh et al. 1997).

The research has been conducted using data gathered from tree major stakeholders (employees, supervisors, and management) of the Organisation X a home care provider organisation. The data collection instruments used were face-to-face interviews. Semi-structured interviews have been used as a method with flexible pre-set questions and variation for further questions to be asked when it was needed for more elaboration. The interview format consists of several important questions listed in thematic sections as a guide on what to talk about, that helped to determine the areas to be discovered and analysed, as well tolerates freedom with both the interviewer and the respondent to deviate in order to get more information and details on topic (Pope and Mays 1999). The chosen approach is appropriate because of its flexibility, in comparison to a structured interview (May 1991). The interviewer had a flexible and adaptive role and was in a position to give directions to topic areas. It also enables the analysis, exploration, and discussion of information relevant to the participants, that haven't been taken into consideration by previous researchers. The semi-structured interview method is valuable when doing
research on certain issues that participant could find uncomfortable to verbalize (Brannen 1988).

The interviews were recorded using a digital recording device for further transcription and accurate analysis (Pontin 2000). Face-to-face interviews gave fantastic results, among which: interviewees were friendly and sociable, detailed information was collected, and responses could be recorded anonymously and participants were free to speak without their colleagues present.

Accordingly, the interviews were the best method used for this research because of the need to gain detailed insights from respondents, as well as because of analysing and investigating a sensitive subject, where individuals wouldn't talk about it in a group. The basic purpose of this research interview was to be a careful listener of what the interviewees said in order to gain more insight on the subject of the study (Kvale 1996).

As per sensitive topic and questions asked at the interview that was connected to the certain public investigation, it was a good choice to combine interviews with observation data collection. Observation includes methodical watching of participants in order to find out about behaviour and interaction at its natural settings (Pope and Mays 1995: 42–45). In this case, the researcher holds the role as a research instrument, committed to watching, join in and talk, that one may research the settings (Pope and Mays 1995: 109-112). High levels of anxiety were expressed by some participants when discussing this sensitive topic.

3.7 Approaches to analyzing qualitative data

The analysis took on an inductive approach where the actual data was used to determine the analysis structure (Mojtahed et al. 2014). This approach is capacious and time-consuming, the themes identified were strongly linked to the data itself rather than trying to fit the data into a pre-existing framework (Bryman 2008), and so it was the best option.
Data obtained from the interviews during the study were analysed using thematic analysis (TA) (Ritchie et al. 2004). It was viewed that TA was an appropriate method to apply since it is used to identify, analyse and report patterns or themes in data (Braun and Clarke 2006; Braun & Clarke 2012). The flexibility of this approach allowed for a thematic analysis grounded within the social constructivist epistemology [the theoretical framework for this study] which placed emphasises on the “events, realities, meaning and experiences are the effects of a range of discourse operating in society” (Braun and Clarke 2006: 77-101).

Although there is difference between constructionist (or critical) TA and thematic discourse analysis (DA), generally the difference is that TA uses an analytical procedure to identify codes and themes within the constructivist framework, whereas DA seeks to identify the “underlying systems of meaning” (Braun and Clarke 2012).

Moreover, DA pays more attention to the role of language and its various meanings [or discourse] within the data while constructionist TA does not micro analyse its use (Braun and Clarke 2012). Hence it does not necessitate technical knowledge of language application. It was therefore concluded that constructivist TA was a much more “accessible method” in this study, as it laid out a set of clear procedures rather than relying on language “craft skills” for analysing datasets (Braun and Clarke 2012).

The interviews were transcribed verbatim and it was applied thematic analysis process where transcripts were analyzed, themes were identified within these data, and themes were collected from the text (Oliver et al. 2005). The researcher has used field notes together with transcripts and observations in providing the written presentation of the study (Griffee 2005; Oliver et al. 2005).

The researcher explored and interpreted collected data making sense from them. During reading every interview transcript, open coding was used for further analysis, so the notes were made of words, topics or short phrases to provide summary statements what has been said in the transcription
Applying coding methods to data ensured patterns and similarity were identified.

Braun and Clark's (2006) TA coding was applied since it holds that coding should be flexible and evolve throughout the coding process. They argue that it should be an “active and reflexive” process which inevitably “bears the mark of the researcher” (Braun and Clarke 2006: 77-101). While this has been viewed as a criticism of TA, it is argued that all analysis, even with more than one researcher is viewed through the lens of the researcher. What is of utmost importance is that the analysis lays out its epistemological stance and that it is rigorous in analysing data (Braun and Clarke 2006). With this in mind, Braun and Clarkes (2006) “6 phase analysis” was used as a template for the analysis and involved the following:

Stage 1: Familiarisation with the data

This involved immersion in the data by reading and re-reading the data. It was further assisted by the transcription of verbal data. Themes that were emerging from the data were identified.

Stage 2: Generate initial codes

This was the production of codes from the data. Latent themes were identified and used to inform the phenomenon of the study. Data was then organised into meaningful groups and each code was collated in a systematic manner. Equal attention was given to data items and some repeated patterns (themes) were identified across the dataset.

Stage 3: Search for themes

Broader levels of themes were identified from the codes. The codes were subsequently analysed and different codes began to form overarching themes. Relationships between codes, themes, and subthemes were also identified.

Stage 4: Review themes
In this process, themes were refined and clear identifiable distinctions between themes were recognised. A “thematic map” ensured the themes worked and fitted together to form an overall story about the data.

Stage 5: Define and name themes

From the thematic map, themes were further defined and refined for analysis. This displayed the essence of each theme and any sub-themes identified within themes. A detailed analysis of each theme showed their relevance to the overall story of the data.

Stage 6: Produce the report

Once the themes were fully worked out, the final analysis presented the findings and merits for conducting the study. This included extracts from the data which were embedded into the analytical narrative. It provided the reader with a “clear, coherent, logical and non-repetitive” account of the story that was revealed through analysis of the data (Braun and Clarke 2006: 77-101).

3.8 Research limitations

Throughout the research process, gathered data may vary because of limitations of the research methodology as noted:

Data cannot stand in for the whole population cause of the size limit of the sample.

As for different department, employees can come into contact with different types of lesser changes within the unit, no matter if change violates their interest or not, it can bring about a personal tendency towards the answers to the questionnaire, so the quality and precision of the data gathered will vary and differ.

A respondent who has experienced a recent organizational change can have different observation and insight into new changes. Additionally, due to the lack of literacy and low education level the sampled group had a higher fear of change and the resistance level was much higher. In addition, the investigation of the organization in 2010 had a major impact on past and current reactions
of participants, as the lack of trust and bad experience influenced the common sense. It is hard to know, for employees, what the future brings, as well as what consequences they will face with (Stanley et al. 2005; Cheng and McCarthy 2018). Furthermore, it is common that individuals tend to hear and keep in mind bad, alarming and likely threatening information even more than the positive ones. As a consequence, individuals might create a discriminating, contradictory and negative perception towards organisational change (Smollan 2011; Smollan 2016). This lack of understanding of change purpose and its consequences is connected to resistance towards change. This will result in individuals that will adopt a negative perception and will resist changing, because of a lack of understanding (Bruckman 2008).

Another limitation was its case study design, in other words it involved the “detailed and intensive analysis of a single case” and is concerned with “the complexity and particular nature of the case in question” in a single school or single organisation for example (Bryman 2008: 52). For the present research, one of the Dublin Home Care providers was selected. While a single study has the constraint of being reflective of only a specific group, it was deemed appropriate for this research as there were exact requirements for the study which the Organisation X met. Participants needed to be currently engaged in organizational change. Since 2010 a major change was implemented in the care industry all over Ireland under HSE supervision and inspection, it was merited for this research. This is known as an exemplifying case and is selected because it can provide a suitable context for answering certain research questions (Bryman 2008). Furthermore, authors such as “Dyer and Wilkins” have said single studies are preferable to multiple studies as the researcher pays less attention to the specific context and more on ways that cases can be contrasted with multiple studies (Bryman 2008: 55).

Another limitation was what is termed as “self-report data” where some authors such as Bryman (2008) have criticized this approach as placing a heavy emphasis on participants opinions (p. 151). However, others such as Chan (2009) say it is necessary when assessing contexts that are “self-referential” participants perceptions. It is argued that a fundamental part of the research question sought to gain a participant's perceptions and therefore it is
justified as a suitable strategy (p. 326)

The final limitation noted was the participant's lack of knowledge of the term organizational change and resistance to change. It was implicitly understood but they used the term “all kind of changes”. Therefore, to provide a clearer understanding of the participants on the topic, an abstract explaining organizational change and resistance to change was emailed to participants prior to the interviews being conducted. The next section discusses and outlines Ethical considerations and permission protocols.

Chapter 4: Ethical considerations and permission protocols

4.1 Introduction

An ethical guideline of this research is in accordance with the ethical practices listed in the NCI Ethical Guidelines and Procedures for Research Involving Human Participants (2013). This will ensure that the participant's rights and dignity are adequately respected at all times. It has been emphasized in the ethical statement the possibility of declining to participate at any time if participants decide so. It has been highlighted that the gathered data and its findings can be used only for the purpose of this research and will not be misstated in any way.

All necessary information was given to all interviewees in advance. They were informed about the reason for conducting the interviews and its purpose. Interview schedule and questions were provided in advance to all participants to provide the best answers relevant for this research (Griffee 2005). This has enabled them to better understand the research topic and interview contribution, so they consciously and voluntarily accepted to attend the interview (Griffee 2005). Information regarding the confidentiality of gathered data and anonymous of identity have been highlighted several times to participants by email, at the beginning of the interview and during the interview in the case when the individual has shown the fear of giving the true answer. Participants were assured that this research paper will be reviewed only by this researcher and its assessor and supervisor within the National College of Ireland (NCI), Dublin.
4.2 Arrangements for protection of the identity of participants

Personal details of interviewees, such as identity, name, and surname, were not allowed to be asked or mentioned during the interview. Those details were not discussed nor with other participants at interview. The participants came to interview at a different time so that the anonymity of the participant is protected. They were not familiar who from employees’ are participating in the interview. The interviews were held in a neutral place not in the open space office and without the supervision of managers. The participants have been treated as autonomous individuals.

The interviews were preformed one to one to minimise and potential risks to participants. The interviews were recorded with a digital recording device, and prior to the start of the interview permission were sought and verbal permission was received from the participants.

4.3 Procedures for securing permission for using the recording device

Prior to the establishment of an agreement about interviewing, a meeting was held with the responsible manager of the respective department regarding the use of recording devices during the interviews. The list of questions that will be used in interviews with the respondents was presented. Written permission was issued to the managers and the CEO to use the recording devices and set up specific questions at the interview (Knox and Burkard 2009).

4.4 Procedures of the storage and destruction of data

All recorded data used in the research will be destroyed and deleted in front of responsible manager of the department that gave permission for conducting this research in the first place. This will be undertaken before the end of 2018 when this research will have concluded.
4.5 Procedures used to document the participants’ consent to participate

A permission letter was issued from the Organisation X to Conduct Research for interviewing of their employees. As well, each participant in the interview has been informed by email about the interview and received the Interview Schedule letter. During the interview, all participants were provided with a copy of The Statement of Informed Consent before starting the interview. Vulnerable groups have not been included in this research.

Chapter 5: Findings and discussion

5.1 Introduction

This chapter describes the personal characteristics of participants and the reason why they work in the care industry. That information will help us to gain a better understanding of what are the reasons for resistance and the employee perception regarding the change implementation. Furthermore, provides data on respondents’ reaction to the change implementation and discusses the factors that affect resisting to the change implementation.

In addition, the following section examines and discusses factors that influence employees’ resistance to change applying thematic analysis.

5.1.2 Characteristics and self-effectiveness

Basic information regarding the participants is shown in Table 1 describing their characteristics such as age, gender, working experience in the care industry, education level and progress in personal development.

Table: Participants’ characteristics

<table>
<thead>
<tr>
<th>Characteristics of the participants</th>
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<tbody>
<tr>
<td>Status</td>
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<td>Age</td>
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<table>
<thead>
<tr>
<th>Below 20 years</th>
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<tbody>
<tr>
<td>21-30 years</td>
<td>1</td>
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<td>31-40 years</td>
<td>4</td>
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<tr>
<td>41 and above</td>
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**Gender**

<table>
<thead>
<tr>
<th>Male</th>
<th>1</th>
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<tbody>
<tr>
<td>Female</td>
<td>7</td>
</tr>
</tbody>
</table>

**Experience in care industry**

| 3-4 years | 1 |
| 5-6 years | / |
| 7-10 years | 3 |
| 18 years and above | 4 |

**Changes in education level**

| Before change implementation | Most of respondent agreed that they had lower education level, as there were no regulations for that |
| After change implementation | All respondents were involved in some kind of further education such as college gaining degree or taking necessary courses and training relevant for their role |

**Current level of education**

| 5-7 level | 3 |
Where the participants coming from

<p>| | |</p>
<table>
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<tr>
<th></th>
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<tbody>
<tr>
<td>Ireland</td>
<td>7</td>
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<tr>
<td>Foreigner</td>
<td>1</td>
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</table>

Data shows that the majority of respondents are from Ireland, 7 of which were females and 1 male. The age range of respondents is from 28-46 ages. It is noticed a high level of experience in the care industry. Data shows that 7 respondents worked over 10 years in the care industry. Regarding education level, all respondents experienced personal growth in education and job position during change implementation. Data indicates 5 respondents have a high level of education.

To conclude, data showed a high interest of Organization X regarding having skilled personnel. The Organization X provided adequate training and education for employees where it was necessary, to improve performance and meet new standards.

In addition, more about the reasons for working in the care industry so long are shown in Table 2.

Table 2: Reason of working in a care industry

<table>
<thead>
<tr>
<th>Reason of working in a care industry</th>
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<tbody>
<tr>
<td>Respondent 1</td>
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never watching the clock kind of praying to end. Um, I just love to just get to meet lot of different people.

Respondent 5  
I love dealing with people. I'm I okay with job satisfaction. Every day is different. I love that part as well. Yeah. Every day is different. You, you can't get tired of working a job because it's different anyway.

Respondent 6  
Because you got to be able to give back to the community. It's nice to be able to help vulnerable people and I just enjoy looking after old people. I enjoyed their stories and the conversations and the history

Respondent 7  
I never really meant to be doing. It wasn't something I was meant to do, but it was doing some work and I wanted to make some extra money to go travelling.

Respondent 8  
I love dealing with people. Every day is different. I love helping people

Data from Table 2 indicates the most common reason for working in the care industry is human factor enjoying helping other and diversity of everyday tasks. In conclusion, the importance of job satisfaction and diversity of daily tasks have positive impact on employee perception and performance. That results with decreased level of resistance.

5.1.3 Social impact of managers and co-worker
The influence of co-workers can make great impact on other.

For example respondent 7 experienced: “I remember being told I was talking too much once because I asked somebody what their name was.”

On the other occasion respondent 7 said: “I remember having a conversation once with a member of stuff about getting someone into bed who's very difficult to get into bed me and told me, you best make sure you get her out again. It was like we're being treated as people anymore. They would report it to my agency and, and it used to but used to grate against me.”
To conclude, when individual is not supported by colleges it results destructive on interpersonal relationship among employees.

5.1.4 Employee participation
The company was merged with 3 companies. So before that merger took place, when prime time scandal happened, it was easy enough for employees to blame the other company and their stuff. Employees didn't really take responsibility for the accusation on the performance and low standard.

According to respondent 1: “Um, but when it was highlighted again in 2012, it was very obvious who was, who. So they had to take responsibility and then they were accountable and once they realized that they, they had to make these changes or lose their jobs, it was like they were, they were happy to make the changes once like the risk was so high to them. So, it was probably forced conformity, if you know in the nicest possible way.”

Data shows that lack of regulations and low standard results with low interest and no responsibility from employees.
5.1.7 Employees trust towards Management capabilities

Working conditions were badly managed before change implementation occurred. For example, the majority of them were working full time every day, never took holidays, and never had a break. According to respondent 1: "And some of them would say that when they were wanting to take holidays when they came back, the work was gone, being given to somebody else so they just didn't take holidays. But then we introduce new changes like the uniforms and the column monitoring systems and the supervisors."

According to respondent 3: "The way it was done for years doesn't mean it was right. We know this is the right way to do it now. So we all started to just conform to this new way of doing things, so the rules were the same for everybody. We're all doing the one way now. So it's just running a little bit smoother for us now. You know, we have stricter guidelines and I think that works for us as a group."

Data shows that management was very interested in the well-being of the employees and was planning to increase performance by providing incentives such as regulated working hours, day off and holidays what was not practice before.

5.1.8 Education

Regarding the training and further development, according to respondent 8: "They put me on it and I was happy and I am staying. So they pay for you to do these courses, and I am willing to stay and continue with the company."

To conclude, incentives such as further training and personal development results with positive reaction by employees and increases their self-respect, trust in management and dilute the fear of uncertainty.

5.2 Recommendations and solutions for diluting and solving employees’ resistance

Applying the Lewin’s Change Theory the firms can deal with employees’ resistance to change. Lewin’s model recommends three steps and it is known as ‘Unfreeze-change-refreeze’ theory, requiring that all organisational
changes should be accepted and adopted but only when having an adequate understanding of change and being aware of necessary motivation for all affected parties by change (Brisson-Banks 2010: 244).

Unfreezing as the first stage of change should include appropriate preparations and necessary actions that one may accept expected changes within an organisation. At this stage, management should address any obstructions, dilute them and reduce. It is very important for a firm to apply a few necessary steps as measures focused at decreasing resistance to change: being aware of what has to change, provide adequate research regarding current organisation position and state, to have clearly understanding what changes must be made and to go after and track down, and achieve and develop necessary support from top-level managers during changing process (Brisson-Banks 2010: 244).

There should be proactive and innovative management approach when introducing change, focusing on increasing desire at employees regarding the change and creating the need for changes within the organisation (Azzone and Palermo 2011; Fuch and Prouska 2014). That is possible if change initiators create pleasant and interesting message when talking about change and its importance and benefits for the organisation when interacting with employees, creating a mission that is understandable and acceptable to employees, engaging employees and developing better communication towards all affected parties, constantly highlighting importance of accepting change (Dolphin 2005; Frahm and Brown 2007)

At the same time, it is important that change initiators address and understand the doubts, mistrusts, concerns and anxiety from employees and be ready to adequately respond (Szabla 2007; Tanasoica 2008).

After unfreezing stage comes the second stage where changes are embraced and implemented, while simultaneously all factors that raise and motivate resistance have been addressed, decreased and modified. It has been proven that a successful change processes are supported by communication and frequent information distribution (Karanges et al. 2014; Parsells 2017).
Communication should be carefully planned as part of the changing process. It is essential that change initiators communicate often with employees and outline the benefits that will come from change implementation (Reynolds 2003).

Then the communicated information should be clear, clarifying the benefits that come from change and pointing out how strongly will be the influence of change on employees (Stam et al. 2018). Therefore, it should be the priority to concentrate on supporting and providing adequate preparations to those employees who will be most affected.

The best way should be to include all stakeholders in regular communication and distribution of information step-by-step, simultaneously providing an introduction of change process slowly but continuously, while overseeing the whole process and all steps of it. Therefore, management should focus on eliminating skepticism and mistrust, misinterpretation and lack of understanding, and worry and concerns which appears between the employees (Neves and Caetano 2006; Ellonen 2008). This is achievable only if management applies open approach and gives reliable and honest answers in a timely manner, and information that is relevant to address all employees' doubts. In addition, solving issues as they arise and promoting a positive and beneficial picture of changes from the perspective of the employees is essential (Nešić and Lalić 2016).

It is possible to achieve lower level of resistance during change process when organisations engage employees in different ways such as by providing diverse opportunities for participation asking for employees’ cooperation and their assistance, giving adequate guidance regarding change implementation and increasing employees’ participation during change period within organisation (Tucker 1993; Campbell et al. 2015). It is crucial that employees are totally and constantly engaged in every stage of change implementation (Appelbaum et al. 2013). That will lead to developing a sense of importance among employees as being an important part of the process contributing to the changes, while simultaneously employees needs will be responded to and resolved appropriately.
Refreezing is the last step in this process and involves focusing of all effort and energy on making sure that adopted change has been directed on motivating employees to keep and maintain changes in their daily duties. The other important factor to focus on is that management is aware that employees’ role is relevant and essential for reaching final goal and objective of the change process, which is generating long-standing and stable benefits from change implementation (Brisson-Banks 2010: 245). That means to include different support such as further training and personal development of employees with the aim to make them more suitable for better engagement in daily duties during the change process (Caruth and Caruth 2018; Stam et al. 2018).

There should be included as a part of effective leadership approach and appropriate managing people the awareness among management on the importance of motivation (Heckelman 2017). As any project, the change process should have as well faze of monitoring and evaluation. To get the best from monitoring and apply needed modifications during evaluation it is necessary to get productive feedback from employees (Abrell-Vogel and Rowold 2014). Therefore, it is important to meet all as follow and improve if needed as it comes along: to provide clear information distribution and complete and adequate support to employees, to enhance employees motivation to create feeling of importance and being a part of the process increasing self-respect and security of individuals, showing respect and providing protection towards employee needs (Abrell-Vogel and Rowold 2014). All the above is recommended with the clear objective to minimise resistance and prevent any further resistance that might occur by avoiding and blocking all factors that contribute to resistance.

5.3 Conclusion

As a conclusion, it is normal for an organisation to meet and deal with employees’ resistance to change especially in times of organisational change. Different factors, internal and external have an impact and are supporting employees’ resistance to change. The highest level of resistance occurs when change process is introduced within the organisation using a top-down
strategy where employees’ are irrelevant and their voice and opinion is not important or taken into consideration, being excluded in the change process. The outcome of resistance to change can be different, and this depends on how management approach and deal with resistance as it occurs. The findings of this research highlight the importance to have skilled personnel to meet the objectives and goals of the organisation. On the other hand, it is significant to have good and open communication with employees and make sure they understand the benefits of the change implementation. Otherwise, it will result with loss of personnel due to fear of uncertainty. Findings point out that the major problem of resistance to change was fear of uncertainty, and therefore many individuals decided to leave the company and search for another job.
Glossary


Anonymity

In genuine market research, participants are assured anonymity; that is, their personal details are never passed on to third parties, not even to the commissioning client.

Coding

Coding is one aspect of data analysis. When researchers code, they are trying to make sense of the data by systematically looking through it, clustering or grouping together similar ideas, phenomena, people, or events, and labelling them. Coding helps researchers find similar patterns and connections across the data. It helps researchers get to know the data better and to organize their thinking, and it also makes storage and retrieval of data easier.

Coding system

A coding system is created during data analysis. It is a list of the labels of the categories created when the researcher is coding. Frequently these labels are derived from the data itself (in which case they are called emic terms), but often they are terms created by the researcher (in which case they are called etic terms). In verbal reports, these labels attempt to capture the intentions of all of the thought units mentioned by the participants.

Constructivism

Constructivism is the belief that that there is no universally agreed upon reality or universal ‘truth’. Rather, meaning is socially constructed by individuals interacting with their world. Through that interaction, each individual creates his or her own unique understandings of the world. As a
result, there are multiple constructions and interpretations of reality, so multiple ‘truths’ exist. These interpretations change, depending upon time and circumstances, so reality is not universal but person-, context-, and time-bound.

Data

Data is information created in or collected from a setting (from participants, observations, artifacts, and so on, about people, phenomena, ideas, events, or the context) in response to a research question.

Data analysis

Analysis is a major aspect of the research process. There are many ways to do data analysis in qualitative research, but the goal is largely the same – to understand the data that has been collected, and organize it into groups or categories, to prepare for data interpretation.

Data collection

Data collection refers to the process of collecting information systematically through data collection methods.

Data collection methods

Data collection methods in qualitative research include observation, interviews, open-response questionnaire items, verbal reports, diaries, and so on. (Introduction, p. 5)

Data Protection

The Data Protection Act regulates the collection, storage, use and dissemination of personal data. The law and its implications for qualitative market researchers are complex, but it certainly covers the collection and use of participants' personal details, and the circulation of research materials such as videos by which individuals may be recognised. Anyone who collects and stores personal data is required to register with the Office of Information Commissioner. Many of the requirements of the law are also covered by
relevant codes of conduct; these and a set of guidelines regarding data protection are provided by the MRS.

Ethics
Research ethics relate to the standards that should be upheld to guard participants from harm or risk. Ethical considerations should be made at each stage of the research design and include informed consent, voluntary participation and respect for confidentiality.

Ethical codes of conduct

Ethical codes of conduct are codes written to guide ethical practice in a profession or in the conduct of a research study.

Field notes

Field notes are detailed notes written or recorded while observing in the research setting, or made during or after interviewing research participants. Some researchers also include their own personal ideas in their field notes, while others put them in analytic memos.

Inductive thinking

Inductive thinking works from the specific to the more general, taking specific observations or instances, noting patterns, then extrapolating from them to create general conclusions or a general theory. The opposite is deductive thinking.

Inductive process

An inductive process is a logical thought process in which generalisations are developed from specific observations: reasoning moves from the particular to the general. E.g. Grounded theory uses an inductive process, i.e. explores new, unforeseen issues that emerge during the research and theories develop/hypotheses are generated from the data.

Informed consent
Informed consent is a key principle within a code of conduct, concerning researchers' obligations to respondents. In the MRS code, for example, participants need not only to give active consent (to be interviewed, observed etc) but to do this in full knowledge of who else is involved (researchers and client observers, for example), what will happen to their contribution, and what will happen to any record of it, especially audio and video tapes.

Interpretative

Interpretative means exploration of the human experiential interpretation of any observed phenomena. Enables researchers to gain a better understanding of the underlying processes that may influence behaviour.

Interviewing

Interviewing is a data collection strategy in which participants are asked to talk about the area under consideration. Interviews can be:

Interpretation

An interpretation is the researcher's explanation of why participants behave or think in the way that they do. In qualitative research, this is usually based on the data, and is developed through inductive thinking.

Interview guide

An interview guide, or interview schedule, is a list of topics and questions that the researcher writes before an interview. It helps the researcher prepare for the interview, ensuring that all of the important areas of interest are being considered, and it can also guide the interview itself.

Literature review

A literature review is the section in a research report in which published works related to your study are synthesized and discussed.

Observation
Observation is a data collection method. The researcher watches and makes detailed notes of the research setting. The researcher could be a participant observer or a nonparticipant observer.

Open interviews

Open interviews are interviews that develop naturally, rather than being guided by a pre-prepared interview guide or list of questions. They are also known as ‘open-ended’, ‘in-depth’, and ‘unstructured’ interviews.

Paradigms

Researchers, explicitly and implicitly, develop conceptual frameworks which fashion how they carry out their research. These frameworks are shaped by each researcher’s view of the world, and are also informed by how other academics conceptualize research. In the social sciences, a number of generally accepted models have been developed that articulate these conceptual frameworks, and they are called paradigms. They are often distinguished by their beliefs about ontology (‘What is reality?’), epistemology (‘What is knowledge?’) and axiology (‘Is truth value-free or value-laden?’). Positivism and constructivism are two examples of paradigms.

Participants

Participants are the people in the research study. They are also called respondents (particularly when data is collected using interviews or questionnaires); in quantitative research, they are often referred to as ‘subjects’.

Phenomenon

A phenomenon is a term used to describe something that can be seen or experienced by the human senses. It could be something physical like an object or something constructed like an event or feeling.

Pilot study

A pilot study is a preliminary study in which a researcher tests and refines data collection and analysis methods and procedures.
Pragmatism

Pragmatism is a perspective in social research that encompasses both qualitative and quantitative research. It is not based on a particular view of what ‘reality’ or ‘knowledge’ is – instead, pragmatic researchers focus on the impact or consequences of their research, choosing the qualitative and quantitative research approaches, methods, and techniques that best meet their research purposes. Pragmatism represents the philosophical underpinnings of mixed methods research and more broadly much practical qualitative research that is carried out without the researcher considering too deeply what truth or knowledge are.

Privacy and confidentiality

Privacy and confidentiality refers to the notion that the rights of participants to have their privacy protected through assurances that the data they offer, as well as their identities, will be held in confidence.

Qualitative research

In qualitative research, researchers try to understand participants’ experiences with the central phenomenon (the focus of the study) in a natural setting, using research approaches such as ethnography or case study. Instead of numbers, researchers collect words (text, such as interviews or observation notes), and images (pictures or audio-visual footage) about the phenomenon of the study. As much as possible without preconceived hypotheses or ideas, they analyze the data for common patterns (themes) in order to allow multiple interpretations of participants’ individual experiences.

Research approach

A research approach is a tradition such as narrative inquiry, case study, ethnography, phenomenology, grounded theory, and action research, which employs generally accepted research methods.

Research design
The essential parameters of a research project, including factors such as its basic approach (qualitative, quantitative or some combination); the sample or target to be interviewed or observed; numbers of interviews or observations; research locations; questionnaire or discussion outline; tasks and materials to be introduced; and so on.

There are always many possible ways to address a specific research problem and the research design - the way the researcher formulates the problem and designs a project to address the client's issues - is a key part of how a research proposal is evaluated.

Research method

A research method is a systematic and rigorous way of collecting and analyzing information. In qualitative research this includes observation, interviews, open-response items in questionnaires, verbal reports, diary studies, and discourse analysis.

Research methodology

A research methodology is a theory of how inquiry should occur. It defines the kinds of problems that are worth investigating and frames them, determines what research approaches and research methods to use, and also how to understand what constitutes a legitimate and warranted explanation.

Respondents

The term respondents is used in questionnaires and surveys to refer to the participants who respond to or answer the questions.

Sampling

Sampling is the process of selecting participants to take part in the research on the basis that they can provide detailed information that is relevant to the enquiry.

Semi-structured interviews
Semi-structured interviews are interviews based on a plan or interview guide, which aim to cover key topics and questions, but which are allowed to develop as naturally as possible and not necessarily in the planned order.

Transcribing data

Transcribing is the process of converting verbal data to written data for analysis.
References


heuristic device to develop reflexivity in students doing qualitative research’


Appendices

Appendix A

Permission to Conduct Research with employees of North Dublin Home Care

Dear Petra,

In response to your request to conduct research in North Dublin Home Care, it is our pleasure to grant you permission to carry out the research. We are looking forward to your findings and how they could benefit the college and current peer learning curriculum.

Please contact the employees through Michelle Hewitt who will handle all correspondence with employees. Michelle will distribute your letter of request to the employees’.

I wish you every success with your research.

Yours Sincerely,

Debbie Rooney

CEO
North Dublin Home Care
2 Malahide Road, Dublin 3, D03 A6Y0 Ireland
Telephone: (01) 554 9060
FAX: General Email: info@ndhc.ie
Appendix B

Statement of Informed Consent & Ethical Guidelines - Interviews
An examination of Employees’ resistance to change in relation to the organisational change

Researcher’s Name: Petra Kupresakovic

Dear participants,

I am a student at National College of Ireland in Dublin. I am conducting research for a Master of Management dissertation through the Graduate School of Business NCI, Dublin. My research supervisor is Dr. Vincent Hunt and if needed can be reached through the Graduate School of Business NCI in Dublin via email vincent.hunt@ncirl.ie.

The research is designed to gather information about Organizational change and Employees' resistance to change on Home Care organization. The research focuses to examine which factors influence employees’ resistance to change, to find out the level of relationship between employees’ and management in the period of change implementation in an organization. It also aims to make recommendations to improve performance of employees for self development.

This knowledge will contribute to the field of management and will enable change initiators to design change plan and training programs which recognize the values of employees, and to interact with diverse others in order to optimize the expected change affect.

All participation in this research is voluntary and respondents shall remain anonymous with no traceability of results gathered. Participants may withdraw from the research at any time.

It will be approximately 8-10 people interviewed for this research. The interview will last approximately 45 minutes. Interviews will be recorded. Management of the organisation will not have access to raw notes or transcripts neither will be present at interview.

The results gathered will only be used for the purpose of this research and shall only be viewed by this student and an assessor with National College of Ireland Dublin (NCI Dublin).

I, the interviewer, hereby sign this Consent form in presence of each individual participant before conducting the interview. All participants have been given a copy of this consent form.

Signed: ___________________ Date: __________
Appendix C

Abstract in Advance of Interviews

An examination of Employees’ resistance to change in relation to the organisational change

Dear participants,

I greatly appreciate your taking the time to participate in this research. I am emailing you in advance with a short abstract explaining the concept of Organizational change and Employees’ resistance to change to ensure that you have some understanding of the topic. The research focuses on providing better understanding on employee resistance to change and factors that influence resistance, furthermore assist in developing ideas and solutions, that management can apply while managing change, which recognize the values of employees.

What is meant by the term organizational change and resistance to change?

Organizational change is process that involves different types of change conducted within the organisation such as changes in organisational structure, new business processes or cultural changes. In other words it change is about the process of changing an organization’s strategies, processes, procedures, technologies, and culture (Ott, 1996).

Resistance to change is the action taken by individuals and groups when they perceive that a change that is occurring as a threat to them. Key words here are ‘perceive’ and ‘threat’. The threat need not be real or large for resistance to occur. According to Herscovitch (2003) resistance to change is defined as “Employee action or inaction that is intended to avoid a change and/or interfere with the successful implementation of a change in its current form”.

Thank you for your time in advance.

Petra Kupresakovic
Researcher for MSc Management dissertation
NCI Dublin
Appendix D

Interview Schedule

Introduction

Thank you for taking the time to participate in this research.

In order that I take an accurate account of what you say, would you mind if I use a digital recorder? Yes ____ No_____

My study is based on “An examination of Employees’ resistance to change in relation to the organisational change”.

By participating in this interview I am hopeful that I will gain knowledge with regards to:

- What factors influence employees’ resistance to change?
- The extent of relationship between workers and management while changes takes place in an organization; and
- Be in a position to suggest ways and means to improve employee performance and self development.

This research will look at how change occurred, the impact of this change on staff, with particular focus on the organisations experience and change outcomes after its exposure on PrimeTime Investigates in 2010 and 2012.

Interview question

General info:
1. What are your age, gender and place of birth?
2. What is your current role title? How long have you been working in Care? What is your level of education?
3. Name three things that you love about working in Care?
4. What is your understanding of organisational change?

(Interviewer talks: The organisational structure and management of the health service remained fairly static over 35 years prior to the establishment of the HSE in 2005. This marked the commencement of a significant period of change for the health care system.)

5. Where you working in care at this time (2005)? Yes _____ No______
If yes, did you observe any changes to your working environment, both advantages and disadvantages?

(Interviewer talks: 2010 was marked as a home care scandal. A four-month undercover investigation by Prime Time Investigates found shocking and appalling standards of care delivered by a number of home care providers. Breaches were discovered regarding recruitment practices (hiring workers with no training, no Garda vetting and no checking of references). This has been suggested to have been a result of no national homecare standards and no legal obligation on the home care providers to check staff.)

6. Is this something you recall when joining the organisation? Yes _____ No_____

Please give an account of what your experience was of the recruitment process?

The role of the managerial staff

(Interviewer talks: Following the RTÉ investigation, the HSE said it will begin a review into the care given to 65,000 older people in Ireland.)

7. What noticeable changes have you seen in the organisation since these reviews took place?

8. Did these managerial changes affect your role in any way?

9. Did management communicate the required changes to you?

Employees’ participation

10. Was there an understanding amongst employees as to why the changes within the organisation were required?

11. Were employees willing to participate in the changes being implemented?

12. Did employees feel like they could benefit from the changes been made?

The role of the information and communication about change

13. How was these required changes communicated to employees?

14. How did employees react to the changes been implemented?

15. Was management available to answer any questions from employees about the changes been made? Yes _____ No_____

If yes, were satisfactory answers given?
16. Did employees trust the management decisions been made and the reasons for them?

Employees’ perception of change consequences and the employees’ status in the organizations

(Interviewer talks: ‘The HSE has been assured by one of the companies that staff members have been suspended pending a full investigation.)

17. To your knowledge were any staff members suspended or their employment terminated on the basis of the required changes to the organisation?

18. Were there any obvious consequences for those who did not wish to participate in this change process?

19. Do you believe the change was required?

20. Were there negative or positive feelings around the change? Or both? Please explain.

21. Was there a feeling of uncertainty regarding job loss or downgrading to a lower job position?

22. Did the office team appear to support the change process when communicating to the community employees?

Social influence of colleagues and management

23. What obvious social influences were driving the change?

24. What influence did the office have on you accepting the changes?

25. Did people feel excluded if they did not accept the changes being made?

26. Did people adapt to the managers new opinions and attitude? Please give details.

27. Do you think management offered support for the changes to be implemented?

28. Did the office staff support the changes?

Self-efficiency

(Interviewer talks: The PrimeTime Investigation program showed footage of a distressed elderly woman being force fed by a care worker, a carer threatening the woman to take her medication; and gave an account of a manager telling carers to lie about their experience.
Slow-release tablets, which should be swallowed whole to deliver the medication properly, were broken down and mixed with food by a carer. This type of practice is not reflective of common homecare core values and beliefs such as:

- Providing a service driven by community/area need,
- Ensuring best practice at all times,
- Promoting the inherent dignity of each and every human being,
- Practicing justice, fairness, honesty and integrity,
- And striving for excellence.

29. Do you believe that employees who are self-efficient would have completed these tasks if asked to do so?

30. Would you be of the opinion that these employees would have raised their concerns about completing these tasks with their supervisors?

31. What would have been the response from their supervisors at the time?

32. What noticeable changes have you seen in the organisation since these changes took place? Have these changes been of value (e.g. more work, better standards)?

33. Has there been any change that helps you to maintain better standards in your role?

34. Have there been any problems since the changes took place?

35. Have people felt demotivated or a lack of job satisfaction since the changes were implemented?
36. How did these changes affect the employees?
37. Do you think these changes were of benefit to the organisation?

**Technology acceptance and education and needed qualification acceptance**

*Interviewer talks: The organization prides itself on providing the highest quality of care to Service Users. This is achieved by offering paid training to Fetac Level 5 for those joining our team. The company runs training in many areas including patient moving, which is delivered in the dedicated training room.*

38. What would you consider to be the main changes that have took place since the PrimeTime Investigate program?
39. Have there been changes across the whole organisation? Please give examples.
40. What new Technology and Training was introduced during this change?
41. Do you think these changes have benefited the organisation?
42. Do you think employees are more productive in their roles since the changes were implemented?
43. Was training provided for using the new technology?
44. Is the new technology user friendly?
45. Does the technology work? If you were to rank it out of 10, 1 being very poor and 10 being excellent, what score would you give it?
46. Do you think that all staff should undergo relevant role training e.g. Fetac level 5 for carers and other for the office? Do you think that training increases your knowledge in the workplace?

**Autonomy for the completion of tasks**

47. Do you think that the support and training offered to you by the company allows you to make informed decisions in your role when completing tasks? If you were to rank the support and training offered to you out of 10, 1 being very poor and 10 being excellent, what score would you give it?
48. Do you believe that you are mainly self governed in your role or micro-managed?