

Dynamics of Group Resistance

Dr. K C Prashanth¹
Associate Professor

Department of Studies in Business Administration
VSK University Ballari, Karnataka, India

Dr. Veena M²
Assistant Professor

Department of Studies in Commerce
VSK University Ballari, Karnataka, India

Abstract:- Most failures in the organization are hosted by poor group dynamics. On contrary, success in the form of synergy is again by upheld by group dynamics as a value adding agent to the organization. Organizations in this turbulent environment on one hand entail continuous change through structured process of building capacity and enhance organization effectiveness by developing, improving and reinforcing behaviour, structure, technological processes with integrated organizational strategy. However on the other hand, during the change process they counter bottlenecks from the resistance to change bid by the individual employees, groups and sometimes organization itself. Factors of resistances exhibited may vary in their nature and magnitude from organization to organization. Since, higher education faculty today need to counter changes such as virtual mode of teaching, student and market driven courseware, turbulent pedagogies, etc. This descriptive cum survey study aims to investigate such effects of factors of group resistance at VSK University Ballari. Ecosystem of the study encompasses teaching faculty and sample size was chosen to be 82 and is more than Cochran formula. The data was analysed using Chi square analysis and Friedman test. The study revealed that there is an association between the factors of group resistance to change and corresponding effect on the organization and the magnitude of group structure precedes the other.

Keywords:- Group Resistance to Change, Effect, Group Level Factors, etc.

I. INTRODUCTION

Change is immortal to anything under the sun and beyond. Its immortality nature has made any entity nothing to do other than simply accepting it. The tangibility of change and its effects are more evident at scenarios of organizations since, visibility of pressures held by us as its members to thrive of one or the other organization in the environment has more resolution pixels. Organization change per se inhibits growth and development of the organization nevertheless it provides scope to encash the given opportunities iff act on changes in the organization.

Education though as old as pre historic, is too has no exception to change. Higher education especially is reeling under the influence of change since, its assessment falls just before the professional future or life of the students. The nature of higher education found many patterns in its life time and it is continued. Magnitude of rate of change pattern

is fastest ever since and made more challenging that is virtual/simulated teaching, student and market driven courseware, turbulent pedagogies, etc. The current Covid pandemic is more evident for us that almost all the institutes across the world have gone online for teaching- learning and other academic processes.

Organization change process entails continuous change through structured process of building capacity and enhances organization effectiveness by developing, improving and reinforcing behaviour, structure, technological processes with integrated organizational strategy. However it counters bottlenecks from the resistance to change bid by the individual employees, groups and sometimes organization itself. Factors of group resistance exhibited may vary in their nature and magnitude and if untreated has blatant influence on the organizational effectiveness and environment characterized by affected morale, increased employee attrition, low productivity, ineffective quality of work, disturbed interpersonal communication, etc. Therefore the need has arisen to investigate factors of group resistance, their sources of resistance and their magnitude of effects on the organization in order to make decision of order of preference and magnitude of treatment.

Problem Statement

Organization as per the influences of the environment, internal and external under goes change in the significant components of the organization such as behaviours, processes/methods/procedure, structure and organizational strategy. Naturally resistances arise from employees at individual level, group level and the organization itself. The resistance exhibited at group level have blatant influences on the organization if untreated. The following are the questions that the study tries to find the answers.

What are the factors of group resistance arise in the organization?

What are its sources?

What are its effects?

What is the magnitude of sources wise effect of factors of group resistance on the organization?

Hypotheses

H0: There is no effect of group resistance to change on the university

H1: There is an effect of group resistance to change on the university

Ha0: There is no effect of group members resources on the university

Ha1: There is an effect of group members resources on the university

Hb0: There is no effect of group structure on the university

Hb1: There is an effect of group structure on the university

Hc0: There is no effect of group processes on the university

Hc1: There is an effect of group processes on the university

II. METHODOLOGY

Type of the Study: Descriptive-Survey research

Ecosystem or Scope: VSK University as an organization, teaching faculty, factors of individual resistance such as biographic factors and learned factors

Population: Teaching faculty of VSK University

Sample Size: 82 as per Cochran formula

Sampling Technique: Convenient Sampling

Data analysis and Hypothesis Testing: Descriptive and Inferential statistics and Chi-Square Test and Freedman test

Data Collection Instrument: Structured Questionnaire

III. RESULTS

As per central limit theorem, distribution of data is normal. In order to test research hypothesis, X^2 - test and Freedman test were used.

H0: There is no effect of group resistance to change on the university

Table-1 Chi- Square Test for the effect of group resistance to change on the organization

Effect on VSK University	P-Value	X^2
Group Resistance to change	0.02-0.01	9.488

The table indicates that, X^2 is 9.488 and p value is between 0.02 and 0.01 and is less than 0.05. Therefore we reject null hypothesis that is there is an effect of group resistance to change on the university.

Ha0: There is no effect of group members resources on the university

Table-2 Chi- Square Test for the effect of group members resources

Effect on VSK University	P-Value	X^2
group members resources	0.05-0.02	7.212

The table indicates that, X^2 is 7.212 and p value is between 0.05 and 0.02 and is less than 0.05. Therefore we reject null hypothesis that is there is an effect of group members resources on the university.

Hb0: There is no effect of group structure on the university

Table-3 Chi- Square Test for the effect group structure

Effect on VSK University	P-Value	X^2
group structure	0.02-0.01	9.34

The table indicates that, X^2 is 9.34 and p value is between 0.02 and 0.01 and is less than 0.05. Therefore we reject null hypothesis that is there is an effect of group structure on the university.

Hc0: There is no effect of group processes on the university

Table-4 Chi- Square Test for the effect group processes

Effect on VSK University	P-Value	X^2
group structure	0.02-0.01	5.273

The table indicates that, X^2 is 5.273 and p value is between 0.02 and 0.01 and is less than 0.05. Therefore we reject null hypothesis that is there is an effect of group processes on the university.

The following table ranks the resistances as per Friedman's Test

Table-5 Ranking of factors of group resistance to change

Factors of Individual Resistance	Mean	Priorities
Group members resources	4.12	1 st
Group structure	4.96	2 nd
Group processes	3.45	3 rd

Table indicates that group structure has more effect on the university.

IV. DISCUSSION

Effect of Group Resistance to change on the University

The study revealed that group resistance caused by group factors have effects on the university in terms of reduced morale, increased employee attrition, decreased productivity, low quality of work, broken interpersonal communication, etc.

Effect of Group members resources of Group Resistance to change on the University

Group members resource has caused group resistance to the changes in the university and is due to the human resources such as knowledge, skills, ability, etc.

Effect of Group structure of Group Resistance to change on the University

Resistance shed by group structure against the changes in the university is profoundable than preceding factor and is due to group size, norms, etc.

Effect of Group Processes of Group Resistance to change on the University

Resistance shed by Group processes against the changes in the university are also considerable.

V. CONCLUSION

The study says that there is an association between the factors of group resistance to change and effect on the organization and the amount of association in case of group members resources, group structure and group processes is stronger. As change is permanent, resistance to change too is permanent. They form two sides of the same coin and hence accepting and acting on them yields better to the organization for its effectiveness.

REFERENCES

- [1]. Bales, R. (1950). *Interaction process analysis: A method for the study of small groups*. Reading, MA: Addison-Wesley.
- [2]. Toseland, R. W., & Rivas, R. F. (2001). *An introduction to group work practice* (4th ed.). Boston: Allyn & Bacon.
- [3]. Smokowski, P., Rose, S., Todar, K., & Reardon, K. (1999). Post-group casualty-status, group events and leader behaviour: An early look into the dynamics of damaging group experiences. *Research on Social Work Practice*, 9(5), 555–574.
- [4]. Aldag, R. J., & Stearns, T. M. (1991). *Management* (2nd ed.). Cincinnati, OH: South-Western Publishing. Beer, M., Eisenstat, R. A., & Spector, B. (1990). Why change programs do not produce change. *Harvard Business Review*, 68(6), 158-166.
- [5]. Coch, L., & French, J.R.P., Jr. (1948). Overcoming resistance to change. *Human Relations*, 1(4), 512-532.
- [6]. Dent, E. B. (1997). *The design, development and evaluation of measures of individual worldview*. Unpublished doctoral dissertation, The George Washington University, School of Business and Public Management.
- [7]. Dreese, M. (1955). *Overcoming resistance to change*. Unpublished manuscript. The George Washington University, Washington, DC. Dubrin, A. J., & Ireland, R. D. (1993) *Management and organization* (2nd ed.). Cincinnati, OH: South Western Publishing. Flower, O. D. (1962). *Overcoming resistance to change* [Film]. Beverly Hills, CA: Roundtable Productions.
- [9]. French, J.R.P., Jr., & Zander, A. (1949). The group dynamics approach. In A. Kornhauser (Ed.), *Psychology of labor-management relations* (Proceedings of the September 7, 1949, meeting of the Industrial Relations Research Association, pp. 71-80). New York: Industrial Relations Research Association.
- [10]. Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59-67.
- [11]. Kreitner, R. (1992). *Management* (5th ed.). Boston: Houghton Mifflin.
- [12]. Senge, P. M. (1990). *Fifth discipline: The art and practice of the learning organization*. New York: Doubleday.