

ANALYSIS OF INDIVIDUAL AND ORGANIZATIONAL RESISTANCE TO CHANGE

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Abstract

This study aims to narrate or inform the reader about change management. The type of research in this study is expository research with a quantitative approach. The research method used is the method of collecting data from various sources on the internet, by combining these sources into one. The data collection technique used is to find the required information. Change is commonplace at any time. Therefore, we need things that can regulate these changes to become more organized and achieve the goals of an organization or company. This is called Change Management. In change, there must be resistance, both individually and in groups within an organization or company. Change management is needed to overcome the resistance that occurs within the organization.

Keywords: Management, change, resistance

INTRODUCTION

If we look closely, the dynamics of life are always changing, both in terms of economic, social, cultural, political and technological. Change is the concept of life to be even better. Change is not only about the order of life but also covers ethics and behavior.

This concept of change has been exemplified in past lives since, with the transmission of truth-bearers through the holy books brought by the Prophets, it has been seen that change is absolute. Even in the Koran itself it is explained that Allah SWT will not change the fate of a people if the wire does not change their own destiny, also in a hadith the Prophet said that in human life behavior must always change for the better because if today is the same as yesterday, that person was at a loss, but if today is better than yesterday I am one of the lucky ones.

In addition, changes also occur in the government system. The old order period was certainly different from the new order period. The previous government system was very different from the current government system both in terms of regulations and services.

The cycle of life is clear and definitely always changing, only one thing that doesn't change is change itself. For this reason, it is very necessary to have change management or regulation to be more effective and efficient, namely change management so that the goals of an organization or company can be achieved properly according to what has been set.

Change management itself is an arrangement for managing change so that the policies of an organization or company are more flexible to follow environmental conditions and adapt quickly, so that existing developments can immediately adjust so that they are not out of date.

From the description and preliminary explanation above, a problem can be drawn, that in creating a change it is necessary to have an effective and efficient change management.

The problems encountered in making changes are as follows:

1. How is the change process effective and efficient?
2. How to build motivation to make a change?

3. How does an organization understand individual resistance to build change?
4. How to understand the existence of an organization in the face of change?

METHOD

The type of research in this research is expository research with a quantitative approach. The research method used is the method of collecting data from various sources on the internet, by combining these sources into one. The data collection technique used is to find the information needed.

RESULTS AND DISCUSSION

Definition of Change Management

Change management consists of the words management and change, management is a process of planning, organizing, directing, and monitoring the efforts of members of the organization and the use of the resources used to achieve the goals set.

While change is a movement, transition, exchange, in all aspects of life over time and during that time changes occur. The expected change in the context of organizational change is related to a transitional action to carry out organizational activities by mobilizing human resources to achieve the planned goals.

From the above understanding, it can be concluded that change management is a process of planning changes by carrying out effective organizing with efficient resources as well as supervision in order to achieve the goals that have been set.

Effective and Efficient Change Process

Change in an organization is important even if it is difficult. In order for a successful, effective and efficient change to occur, it must be preceded by the right steps. These steps include:

1. Create urgency

The first step in making organizational change is to create urgency or create a rush on everyone. With that, employees to managers need changes and even changes are important for the continuity of the company. Without support from employees and managers, the change team will find it difficult to make changes. Therefore, companies must be ready and support change initiatives.

2. Form a team

The next step is to form a change team. Change teams can be formed, for example by division or by sector. The entire competent team is united by strong skills, connections, qualifications, reputation and strength. This step will create a sense of leadership in a change and can influence stakeholders.

3. Creating a change vision and strategy

The goal is to create a realistic vision and an effective strategy to help the entire change team achieve change successfully. Things that can be done include aligning the

values that exist in the company with the changes made, using data as a support for a change, and ensuring that the vision and strategy that has been formed are understood by all members of the company.

4. Change plan communication

Management must communicate the vision and strategy of a change to everyone. Give each person the opportunity to express their opinion or anxiety when experiencing change.

5. Get rid of problems

When implementing organizational changes, problems are likely to arise. Problems can come from employees who resist change, weak systems from managers, regulations that arise from companies, and others. The solution is a team that has been formed and organized can help management to identify and eliminate or overcome these problems.

In this case the team can implement employee empowerment to perform the best through training programs, mentoring, and coaching. Make sure the new vision of change is in accordance with the company's processes, structures, regulations, and awards to company members.

6. Celebrate short-term successes

The results of organizational changes take a long time. It doesn't necessarily happen in a matter of days. To keep employees motivated, it's best to celebrate short-term successes that employees achieve. This step is quite important, because it provides rewards and adds enthusiasm to the company's employees.

7. Defend change

In the process of change, to improve company performance, everyone must be able to sustain the change itself. A leader or leaders ensures that the change team members are working toward goals while measuring progress and staying in touch.

8. Make change a culture

The final step in creating effective and efficient change is to make change a corporate culture or habit. Identify and incorporate existing change values and improve change processes that are not in line with the company's old culture.

How to Build Motivation for Change

Motivation for change in an organization or company can be done in the following ways:

1. Raising awareness to change

In an organization it will not be possible to always be in the same situation. Important and absolute changes exist for a company or organization. In order to achieve the planned goals, all members of the company must have an awareness to change.

Leaders or leaders can direct their members so that a sense of wanting to change can arise in each member.

2. Reveals the difference between the current situation and the desired one

There is a difference or gap between the current situation and what is desired can lead to a desire to change. The incompatibility of the situation that is carried out with what is expected can cause problems which result in not achieving the planned goals. Differences in situations or circumstances without making changes will not create a performance that is in accordance with the goals of the company or organization.

3. Spread positive expectations of change

In making changes, employees must have a sense of trust in the change itself. By ensuring that these changes can create something better, employees or members of the organization feel that these changes have a positive impact on the sustainability of the company.

Understanding Individual Resistance

In making a change, it is certain that there are individuals who refuse to make changes. These resistances are caused by:

1. Habits/Habitats

Already comfortable and accustomed to the previous situation or habitat, makes individuals unwilling or reluctant to make changes. Habits that are difficult to let go of the individual himself which ultimately resists the change.

2. economic factor

If change can have a large enough economic impact, then it is certain that the resistance from individuals will also be stronger. Decreased income, salary increases that were not in line with expectations, rising transportation costs were the economic factors that triggered resistance.

3. Safety/Security

Fear is a factor that is quite important and influences resistance to change. Fear of being fired, or of losing a security position becomes a fear for individuals in making changes.

4. Worried about uncertainty

Individual concerns about the changes that will be carried out can lead to resistance to the changes themselves. Not achieving goals, unclear regulations, is a concern for individuals, resulting in resistance to change within the organization.

5. A priori perception

Perceptions that arise in individuals before changes are made, can lead to resistance to the implementation of changes. Knowledge that existed even before the change occurred, giving rise to uncertain perspectives, can create apathetic individuals so that resistance to change arises.

Understanding Organizational Resistance

In making changes, not only individuals can cause resistance. Organizations or teams can also refuse to make changes. The existing resistance is due to:

1. Threats to resource allocation

Groups within a company or organization that control large resources tend to resist change. This is because they are worried about reducing the ability to control resources easily in the future.

2. Threats to power

Decentralized authority in decision making is a threat to managers who have decision making power.

3. Limited change focus

An organization consists of sub-systems that are interdependent. If you want to make changes, it is not enough to only do it on one sub-system, but you have to as a whole.

4. Status quo oriented culture

Groups that want the current culture tend to resist change. Incompatibility with the new culture and wanting to maintain the current culture can lead to resistance within the organization.

5. Conservative group

Conservative groups tend to be unfamiliar with change, which can lead to resistance within the organization. Its traditional attitude is difficult to accept new things that come from outside which is an obstacle for organizations or companies to make changes.

CONCLUSION

Change management is a process of planning change by carrying out effective organizing with efficient resources as well as supervision in order to achieve the goals that have been set.

Leaders or managers must be able to motivate members of the company that change is an absolute necessity and must be carried out so that changes in an organization can be successful in order to achieve the goals that have been planned.

Leaders must be able to understand the resistance that occurs individually in an organization or company. Individual resistance includes habits/habitat, economic factors, safety/security, worry about uncertainty, and a priori perceptions.

Leaders or managers must be able to understand resistance to changes that occur in organizational groups. Resistance is in the form of threats to resource allocation, threats to power possessed, a limited focus on change, a status quo oriented culture, and conservative groups.

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