Managing Deviant Behavior Towards Resistance to Change

Ms. E. Rebeka
Research Scholar, VIT Business School
VIT University, Vellore – 632 014

Dr. R. Indradevi
Associate Professor, VIT Business School
VIT University, Vellore – 632 014

ABSTRACT

The paper focuses on how to manage deviant behaviors towards resistance to change and it was exposed that change affects four basic aspects of the organization: its strategy, technology, structure and employees. All these present individuals with new situations, new problems, challenges, hesitation and uncertainty and intimidate the status quo. Resistance to change might be expressed through different behaviors to shorten the process or to prevent implementation. Managing deviant behavior and resistance to change should be accorded with strategic importance to make easy success and competence in organizations.

Keywords: Change, Resistance to change, Deviant behavior.

Introduction

In today’s competitive world changing are an extraordinary rate, and the atmosphere within which organizations function is characterized by insecurity resulting from increased global competition, technological innovation and change, limited resources, deregulations and privatization Carnall (1995). Change is an unavoidable event arising from the dynamics of environment and it is expected for an organization that desires to grow, achieve its mission, vision and objectives. Organizations have to adapt to the environment to become competitive and stay ahead or at least keep afloat. Work processes and rules are revised, new equipments are introduced, product lines are dropped and added, and workforce is adjusted as internal and external conditions change.

Change refers to making something different from its initial position and involves confrontation with the unknown and loss of the familiar. Carr et al (1996) claimed that it connotes a significant trouble in established patterns of behavior and/or expectation and could lead to discontinuity, destruction and replacement of familiar social structures and relationships. It could alter set patterns of behavior, define relationships with others, work procedures, and job skills.

The change is on four basic aspects of the organization: its strategy, technology, structure and employees Desler (2007). Strategic change affects the way the company creates and markets its products or services. It covers the purpose and mission of the organization, its commercial philosophy on such matters as enlargement, meet the requirements, improvement and values concerning employees and customers, competitive positioning and strategic goals for achieving and maintaining ready for action advantage and for product-market development (Armstrong, 2009).
Kurt Lewin’s Model

To achieve change, the organization would need to reduce the forces for steadiness or increase the forces for change. Lewin's change model involves three steps: unfreezing, moving and refreezing. Unfreezing contains a reduction in the field forces that maintain an existing organizational traditions and method of operations. It involves breaking psychological connection to the past by using information that demonstrates the reality of problems Graetz et al (2006).

The second stage is moving which entails the creation of cognitive respect in the workplace of the need for change, and the institution of new norms of behavior around a particular set of new structures and processes Graetz et al (2006). Essentially this means moving from a less tolerable to a more acceptable set of behaviors.

The third level, refreezing, basically involves cultural strengthening of the new learnt behaviors. The focus of refreezing is to ensure that the new behaviors are to some degree, confine with the rest of the behavior, personality and environment of the learner in order not to lead to a new round of disconfirmation Burnes (2004).

Resistance to Change

Organizational change involves moving from known to unknown because the future is unsure and may negatively affect people's competencies, worth and abilities. Organizations' members generally do not support change unless forceful reasons induce them to do so. Any change will result in responses from those that might be affected positively or negatively. Perceived positive effect of change will promote commitment while negative perception will generate resistance.

Brown (2001) contended that resistance to change is usually a response to methods used in implementing a change relatively than any natural human characteristics. They claim that people tend to resist changes that do not make sense to them or that are compulsory on them against their will. Resistance to change is primarily an effort to maintain the status quo (Carr et al 1996). It is a behavior put up to guard an individual from the apparent effects of real or predictable threat. Graetz et al (2006) described resistance to change as barriers arising from organizational polices, unfortunate use of power, challenges to cultural norms and institutionalized practices, lack of accepting, unsuitable doing, insufficient resources, false information or employee mistrust of respectable management intentions.

Harvey and Graetz et al (2006) however, contended that resistance to change can also give out positive purposes such as notice change indicators to re-evaluate rapid procedure or marshalling employees’ support for new vision. Thus, Managing resistance therefore requires environment conversations into the center to examine and work through them.

Deviant Behaviors

Deviant behavior is only one of many forms of resistance. Judson (1991) argued that any form of resistance depends on individual's personality, the nature of the change itself, attitude towards it, forces motivating it from the group and the organization and its surrounding context. According to him, abnormal behaviors are all types of oppositions that are forceful or aggressive manifestations of resistance to change. They are actions which misbehave commonly held norms. A person would be precise to be acting disobediently if he violates the major social norm in that particular culture.

Deviant behavior may also embrace acts that are interpersonal in nature, like sexual irritation, anger towards co-workers, oral abuse, substantial physical attack and political behaviors. Managers'
concentration should not only focus on the physical deviance directed towards the organization but also take awareness of those directed at individuals. Lawrence and Robinson (2007) reflected this when they described workplace deviance as deliberate behavior that violates significant organizational norms and professed it as frightening the well-being of the organization or its members. It is causes a strong reaction arising from apparent disparities between a current state and some ideal situation, require, and craving which create disturbance. This disturbance motivates abnormal behavior that is both active and open in nature.

Managing the Deviant behaviour of employees

Behavior change means shifting or modifying behavior through the use of dependent on rewards or harsh. It assumes, for example that behavior that appears to lead to a positive result or reward tends to be frequent, while behavior that leads to negative result or punishment tends not to be repeated Desler, (2007). Management must be aware of unwanted behaviors. Mooketsi (2009) suggested the following methods for managing the deviant behaviour of employees.

1. Education and Communication
   This method could be used when resistance is well-known to have arisen from lack of information and analysis. Effective use of the process may give confidence the employees to help in the realization of change.

2. Foster Open Communication
   Employees usually have a lot of questions that need explanation. Subordinates and Management should be able to contrary together. Open communication minimizes speculations, immoral perceptions and rumors.

3. Participation and Involvement
   This approach is useful to bring employees into the change process. People who participate in encourage the development a change will be dedicated to its performance. Frightening resistance is unlikely to come from employees who took part in the process. Useful information is usually provided that will be included to improve and simplicity in the process of implementation of preferred change.

4. Facilitation and Support
   This may be useful when employees are resisting because of adjustment problems. Management should guide them to ease the transition.

5. Negotiation and Agreement
   This is attractive when dealing with unions and any group that has power to authority.

6. Manipulation and Co-optation
   This can be used when other process have unsuccessful or exclusive.

7. Implicit and Explicit Coercion
   This may be used when there is a time limit to implement change within a short period of time to save the organization.

The role of management is critical in every change process. Management is the skill of getting things done through people in organizations (Hill and McSharne, 2008). Managers are to give organizations a sense of purpose and trend; they can inspire normal people to do unexpected things. Effective managers should be proficient of relating individuals, groups, and recognized structures to the needs of the organization.
Conclusion

Change has become an unavoidable occurrence in the present age of global competition and self-motivated business environment. It is not only attractive but necessary to create a vision of change and communicate the same to all the stakeholders. Successful change depends on proper combination of human resource management policies with strategies. These policies have become crisis facilitators in the process of change and frequently determine employees' commitment and how they connect with the environment and trend of the firm. Policies on instruction, learning, compensations, security of term of office are particularly serious to the smooth implementation of change. These policies should be handled by committed and prophet leadership who properly understand the firm's culture. To ensure smooth implementation, proper justification for the need for change must be provided and the welfare of those that might be affected should be protected.

References