

CHAPTER V

THE DEVELOPMENT OF SELF-OPINION SCALE

The greatest problem which management faces is the resistance of the employee to the introduction of any change. Such resistance may take a number of forms in terms of persistent reduction in output, requests for transfer, quarrels, and strikes. The ability and the tendency of the employee to delay or impede technical and organizational change has long been recognised by social scientists and the managerial groups. The underlying cause of this resistance is that most changes upset the work-system and put added responsibilities on the employee.

Murray (1947) has putforth several reasons of this resistance; the most important among them is the insecurity the worker feels at the time of change. Anything which threatens the job-security is desperately feared and opposed. People usually fear change because they think it might cause them to lose their jobs, earn less money, have to work harder or give up pleasant social climate.

Most people perceive change a threat to their status or position in the organization. New operating methods can change the power relationships within an organization or create the possibility that the older power distribution can be affected. Employees resist the change to the extent they think they would be able to enjoy the same prerogatives under the new systems that they enjoyed under the old ones.

Moreover, they are afraid that their skill and personal pride in it will be reduced. Lapaiere (1965) in summarizing the cause for the resistance of change has stated that, "since the beginnings of the industrial revolution those in almost every occupation have experienced a more or less constant devaluation of their skills and knowledge as a consequence of technical change, of organizational changes within the occupation, or of both". (p. 191).

Another important reason which makes people resist the change is that they have the fear of the unfamiliar and of the unknown. People usually accept with considerable complacence what is familiar to them because almost anything unfamiliar is uncertain and emotionally disturbing. They are normally harmonized to the established conditions or norms and the forms of conduct in the organization. Fear of the unknown would be better described as those emotional disturbances that are induced by contemplation of or exposure to what is unknown and hence unpredictable.

Furthermore, people dislike the efforts required to relearn new operating methods. Change always imposes the burden on the individuals to learn new procedures or new methods of work. They get adapted comfortably to the internalized operations of the work. Anything that requires extra efforts or conscious involvement in it, is generally resented. Pym (1966) pointed out that individuals are unlikely to be favourably disposed to changes which return their work tasks to the point where they

must again consciously think about them.

Seashore and Bowers (1970) asserted that the introduction of substantial change in the work-environment requires that employees have confidence in the technical competence and human values of the managers and supervisors. Moreover, they have to gain a realistic sense of security in their jobs.

Lawrence (1969) pointed out the social aspect of change. The social aspect of change refers to the way those affected by it think it will alter their established relationship in the organization. According to them, the people don't resist the technical change as such but rather the accompanying change in their human relationship.

Zander (1950) analyzing the causes of resistance to change discovered that people resent a change when they don't get complete information about the change as what it actually is, what are the consequences of change or how it is going to affect their personal and social life.

They react to incomplete information in the form of resistance. Further, he stated that people have different perceptions of change. Some employees see the change as an indication that they had been doing a poor job, others assume that they were losing some of the power they had formerly controlled.

Complete information can just as readily be distorted as incomplete information especially so if the workers have found discomfort and threat in their past work situation. These fears

are not always real; they may be based on imaginary grounds because of neurotic fears or anxieties people suffer with.

The above factors make explicit the causes for the resistance of change. But despite the general resistance of the employees, there are instances of some employee who welcome and accept the change. The individuals' acceptance of or resistance to change depends on the emotional and other covert attributes of their personalities. Some individuals prefer personal growth and achievement to the security and stability of their positions. They get dissatisfied with the routinized operation of work and the conformity to the existing device, process, procedure or idea. Their unconventionality of mind and the quest for growth makes them accept and welcome a change.

Present investigation attempts to measure the individuals' attitude towards change i.e. whether they accept a change or reject it, based on their own perception of the change in the context of the organization.

Development of the Questionnaire:

In this questionnaire, the development of the items is divided into two categories:

- 1) Individual's resistance towards change
- 2) Individual's acceptance of change.

I) Individual's Resistance Towards Change:

i) The development of the items regarding the resistance towards change is based on the individual's perception of the change as a threat to:

a) The established norms.

Some people prize stability and prefer to work according to a scheduled pattern with known standard operating procedures. They don't like to face challenges and have little tolerance for the unknown. Such employees feel very uncomfortable with the uncertainty that accompanies a change. They prefer the old values and old work systems to the new ones because they are well known and established.

b) Security.

Most employees fear the technological unemployment and their reaction to automation is overwhelmingly negative. The kinds of changes that take place in industry e.g. the displacement of many traditional jobs by automatic equipment and rise of whole new industries, work to the economic advantage of some employees and to the disadvantages of others. They fear the change as a threat to their security which may result in loss of job, reduced base and incentive wages.

II) Change as a Total obstruction in the Normal Routine of the Work and adding New Responsibilities:

Employees view change in terms of the way it is going to affect their jobs. If they perceive the changed work system as tiresome and strenuous to them where they have to put extra

efforts and take more responsibilities, they would resist it. Therefore, a new procedure that makes things easier for the organization but causes inconvenience to the employees may be resisted.

2. Individual's Acceptance of change

Some employees perceive the change as a freedom in their work-environment where they would be able to exercise their potentialities and attain self-actualization. They look forward to more task-complexity and specialization to make full use of their capacities, breaking the usual monotony and repetitiveness of the task. Such individuals welcome the risks that might accompany a new situation with a challenging spirit.

Format of the questionnaire

In the beginning a forty-item questionnaire was constructed. The questionnaire was given to a panel of judges to determine the relevance of the items. On the basis of their judgements, twenty-three items were retained.

Statistical Analysis of the Questionnaire

The twenty-three item questionnaire was administered to the two hundred engineers and supervisors of the five textile factories at Kanpur. Inter-item correlations and correlations with total score were obtained and items which reflected low correlations with total score were excluded from the questionnaire. Remaining twenty-one items are shown in Table 5.1.

Table 5.1

<u>Item Description</u>	<u>Correlation with total score</u>
1. New situations provide freedom in work.	.290***
2. Changing work procedures upset the organizational set up.	.548***
3. To ensure job-security it is essential to follow the rules strictly.	.290***
4. A successful organization depends on the people with a liberal attitude towards change.	.449***
6. Any change threatens the security of the organization.	.667***
7. With all the risks involved any change is welcome.	.163**
8. One is bound to avoid new situations because of uncertainty in them.	.343***
9. A successful worker accepts new situations as challenge rather than threat.	.376***
10. To maintain order in the organization, any kind of change must be resisted.	.506***
12. It is difficult to accept new in place of old.	.450***
13. People who seem to be obstinate and indisciplined, sometimes turn out to be real supporters of their organization.	.180***
14. It is difficult to challenge the established norms.	.502***
15. It is difficult to one to discard the old values.	.363***

<u>Item Description</u>	<u>Correlation with total score</u>
16. It is quite fascinating to try out new methods of work.	.392***
17. The adoption of new methods of work causes inconvenience.	.470***
18. The routine type of work is better than the changed procedure.	.577***
19. It is essential to accept new suggestions even if they turn out later to be a total waste of time.	.306***
20. The replacement of old values by new ones is key to success in life.	.264***
21. Any change threatens the economic security of the organization.	.548***
22. Any change causes obstruction in the normal production of the organization.	.621***
23. It is wise to resist a change no matter how fascinating it may sound.	.671***

** p < .01

*** p < .001

Factor analysis of the items

These twenty-one items obtained through inter-item correlation were further factor-analyzed. On the basis of oblique factor-analysis, four factors emerged described as below:

Factor I

<u>Items</u>	<u>Factor- loading</u>
2. Changing work procedure upset the organizational set up.	.570
10. To maintain order in the organization any kind of change must be resisted.	.587
17. The adoption of new methods of work causes inconvenience.	.616
18. The routine type of work is better than the changed procedure.	.721
22. Any change causes obstruction in the normal production of the organization.	.816
23. It is wise to resist a change no matter how fascinating it may sound.	.782

These items describe the individuals' perception of change as disturbance in their convenient and usual work routine. Therefore, this factor is named as the 'Fear of the disorder'.

Factor II

<u>Items</u>	<u>Factor loading</u>
11. New situations provide freedom in work.	.669
4. A successful organization depends on the people with a liberal attitude towards change	.688

7.	With all the risks involved any change is welcome	.655
9.	A successful worker accepts new situations as challenge rather than threat.	.714
16.	It is quite fascinating to try out new methods of work.	.591

These items describe the individuals' acceptance of change where they take change as challenge and perceive its providing growth opportunities. This factor is referred to as "Acceptance of change as the freedom for growth".

Factor III

	<u>Items</u>	<u>Factor loading</u>
12.	It is difficult to accept new in place of old	.559
13.	People who seem to be obstinate and indisciplined turn out to be real supporters of their organization	.689
14.	It is difficult to challenge the established norms	.461
15.	It is difficult for one to discard the old values.	.486
19.	It is essential to accept new suggestions even if they turn out later to be a total waste of time.	.623
20.	The replacement of old values by new ones is key to success in life.	.495

Table 5.2
Oblique Factor-analysis of the Self-opinion Scale

Variables	Factor				h^2_J	% of common variance	% of total variance
	I	II	III	IV			
1	.033	.699	.236	.059	.504	25.2	25.2
2	.570	.312	.240	.451	.624	12.9	38.0
3	.049	.076	.071	.784	.655	7.0	45.0
4	.155	.688	.144	.088	.543	6.3	51.4
6	.421	.214	.237	.705	.578	4.9	56.3
7	.184	.655	.457	.009	.712	4.6	60.9
8	.316	.046	.136	.605	.409	4.5	65.5
9	.067	.714	.031	.040	.533	4.0	69.4
10	.587	.140	.467	.186	.538	3.9	73.3
12	.461	.095	.559	.277	.443	3.8	77.1
13	.346	.108	.689	.144	.539	3.1	80.2
14	.375	.081	.461	.235	.575	2.9	83.1
15	.347	.119	.486	.429	.463	2.7	85.8
16	.109	.591	.204	.049	.376	2.4	88.2
17	.616	.076	.112	.004	.644	2.3	90.5
18	.721	.038	.228	.223	.556	2.0	92.5
19	.348	.407	.623	.127	.594	1.8	94.3
20	.045	.465	.495	.062	.568	1.7	96.0
21	.039	.245	.211	.751	.632	1.5	97.5
22	.816	.053	.230	.302	.689	1.4	98.8
23	.782	.201	.156	.212	.638	1.2	100.0

These times indicate that the individuals prefer the old values and established systems to the new ones because they provide stability to their positions. They fear the unpredictability of the new systems. This factor is described as the 'Fear of the unknown'.

Factor IV

	<u>Items</u>	<u>Factor loading</u>
3.	To ensure job-security it is essential to follow the rules strictly.	.784
6.	Any change threatens the security of the organization	.705
8.	One is bound to avoid new situations because of uncertainty in them.	.605
21.	Any change threatens the economic security of the organization.	.751

These items speak of the individuals' insecurity they feel at the introduction of a change. They, perceive the new situations as uncertain and therefore threatening the security of the organization. This factor is described as the 'Fear of the insecurity'.

TABLE 5.3

Correlation among the factors of 21 items

	Factor I	Factor II	Factor III	Factor IV	Factor V
Factor I	1.00	.129	.041	.270	.262
Factor II		1.00	-.007	-.134	.063
Factor III			1.00	-.02	.05
Factor IV				1.00	.183
Factor V					1.00

Administration of questionnaire and scoring

This twenty-one item questionnaire is self-administering. The subjects are instructed to read the directions on the top of the questionnaire and then answer the each item according to the instructions.

The questionnaire is constructed in a four point scale with four categories: Strongly agree, Agree, Disagree and Strongly disagree. They were scored as 4, 3, 2 and 1 respectively. This pattern was followed in a positive question and was reversed in a negative one. Range of scoring is 21 to 84.

In the present study, only the items obtained through inter-item correlation were scored. It was not possible to score the factors that emerged through factor-analysis.

Reliability

The odd-even reliability of the questionnaire is .69.