**Research Proposal on**

**Resistance to Organizational Change**

**Case study of Africa Community Technical Service**

**BY RICHARD USINGUZI**

Nov 2019

**ABSTRACT**

This research will have one page abstract which is the summary of all information, discussion and conclusions for all research chapters.

**CHAPTER ONE**

1. **Introduction**

Globally we are living in a changing world and so survival for the fittest. Therefore, competition is pushing many organizations to become better and more streamlined with their programming processes and of which Africa Community Technical Service (ACTS) is among. Change has become important and inevitable in today’s business environment. Today’s dynamic business environment requires organizations like ACTS to be continuously changing their program systems and structures for survival and to remain relevant and up to date in the competitive world so that they can serve their customers better. However, many change proposals have continued to face big challenges and have a low success rate. The general objective of proposing this study, is to identify the main causes of resistance to change, its effects on employees and organizational goals and as well as possible strategies to mitigate future resistance to change.

The study targets ACTS because it’s been in existence for over 35 years partnering with communities in delivering clean water services and promoting improved sanitation to communities in Western Uganda. So, it is thought to be a source for reliable research information. Furthermore, ACTS being within proximity distance it is economically favorable to this case study.

**1.1 Statement of the problem**

Need for change has become important and unavoidable in the business world. Companies now appreciate the need to remain competitive because they have no choice but to change systems to ensure survival. However, some of these change initiatives have been met with strong resistance by employees of the companies. Cawsey and Deszca (2007) said that most change initiatives fail on encountering resistance and that resistance to change can cause high costs and delays to the change process which are difficult to anticipate so managers must put it into considerations.

Burnes (2009) realized that organizational transformation is a complex process which requires continuous work of coordinating and struggling through resistance to change as a key ingredient for the success of the change initiative. Change in any organization is implemented to make a good impact and benefit the organization, but why is it that change comes with resistance. The research will attempt to answer this question.

Resistance should be considered an important issue in change management as it can be an obstacle to a successful change process. This study will investigate this issue and come up with ideas to help change managers to better manage future changes without distracting positive employee productivity patterns (Robbins & Judge, 2011).

**1.2 Objectives**

To establish the causes of resistance to change in an organization

To know the effects of resistance to change on both employees and organizational goals

To establish ways in which resistance to change can be minimized in work environment

**1.3 Research questions**

A qualitative research will be conducted by means of semi-structured face to face interview. (Creswell 2003) states that “interviews facilitate participants with willingness and flexibility to discuss their interpretation of the world in which they live and express how they regard situations from their own point of view”. Semi-structured interview questions do not only allow for flexible conversation, courage for the respondents to express themselves but involve a room to pursue matters of interest (Bryman & Bell, 2007). Some of the planned questions include the ones listed below:

What were the causes of resistance to change you experienced?

How did resistance to change affect you as an employee and as an organization?

How has your organization been mitigating resistance to change?

**1.4 Scope of the Study**

The study targets to interview all employees of ACTS organization. This will reveal whether the organization or its individual employees have ever experienced any resistance to change in their work environment and if yes what impacts did it cause, whether positive or negative? To what extent were these effects? These could be minor or more serious effects on the individual employees or the entire organization itself.

**1.5 Significance of the Study**

The key findings and recommendations of the study will facilitate managers of private and government institutions to design suitable tools to implement change with minimized resistance. The study will provide a learning base for students studying leadership and management course to reference from. The study will give an approach for leaders and managers to build on their knowledge of program implementation and research.

**CHAPTER TWO**

**ITERATURE REVIEW**

**2. 0** Introduction

The main aim of this study is to assess resistance to organizational change and its effect on employee productivity. This chapter will provide in detail the organizational change and view the different characteristics of organizational change such as the change management approaches when implementing change, contributions of resistance to change, sources of resistance to change, academic views and previous research on resistance to change and strategies to overcome it. Furthermore, this chapter will look at employee productivity, its importance and its relationship with organizational change process. This section will also look at organizational development and the relationship between leadership and resistance to change.

**2.1 Change in organization**

Change means moving from the current state or ways of doing things to new ways basing on one’s desire. Change can also mean different things to different people or organizations basing on available situations Graetz et al (2006)

Organizational change can be a well-planned change of the organizational systems, structures, people, and technology in order to improve the operations effectiveness of the organization in the interest of achieving goals. (Cawsey et al, 2012). However, change can be unplanned (Hartel and Fujimoto (2006, p. 351). There are a lot of forces driving change internally and externally and these influence managers to change their systems and ways of doing things. Some of these forces include technological changes, change in demographic patterns, social responsibilities, the change in economy and globalization.

**HAPTER THREE**

**RESEARCH METHODOLOGY**

**3.0 Overview**

This chapter covers the methodology which will be applied to obtain information and come up with conclusions about resistance to change in organizations and its impact.

**1. Research Design**

The researcher will use the qualitative design to be able to understand exactly what problems are behind resistance to change as well as attitudes from the sampled population. The qualitative approach will enable the researcher to obtain data from ACTS by sharing from knowledge and experience of each member of the sampled population. A research design means a conceptual structure within which a research is conducted and adopted to understand a situation in greater depth, Paliwal (2009). Also, the qualitative method can reveal nature of certain situations, settings, processes, Leedey and Ormrod (2005).

**2. Population**

The population for the research will consider only employees of ACTS. These will be managerial and non-managerial employees. The accessible group of people on which the researcher applies his conclusions in the research is the study Population, (EA Kazerooni 2001). The total numbers of ACTS staff members is 20 and these will be interviewed either individually or in a Focus Group Discussion

**3. Sample and Sampling Method**

ACTS has twenty workers only and the sampling will consider all employees since they are not many in numbers. The employees of ACTS are in two categories which include 15 f1ield staff and 5 office staff. The office staff will be interviewed alone at their office premises while it is proposed that the interview for field staff be done onsite in the field.

**4. Procedure**

The semi-structured interviews shall be conducted face to face with the aid of the interview guide to help the researcher obtain clarification on issues and to facilitate a more investigative process. The interview will not only be designed to enable the researcher to establish the change initiative process and clearly know how the resistance to change came about but to find out if there was any effect on the staff and productivity levels at ACTS during periods of resistance .

5. **Data analysis**: Data analysis is a process of cleaning, transforming, and modeling data to discover useful information for business decision-making. This will include data entering, analyze it and come to conclusion. It shall involve identifying key subject matter, trends, ideas and arguments, (Gray, 2009).

**6. Reliability of the Study**

Careful precautions will be taken by the researcher in obtaining and handling all the data collected, recording and analyzing it.Colin Phelan and Julie Wren, (2005-06) stated that reliability is the degree to which an assessment produces stable and consistent results. It is important for the researcher therefore, to make sure he obtains the right data by sharing with the respondents what he has understood from the response of the respondents for verification and clarification purposes to avoid bias.

**7. Ethical consideration**

This research will consider ethical measures whereby the researcher will respect issues of privacy, anonymity and informed consent. The researcher will first seek consent of the respondents before publishing the results of the research. Permission to conduct research will be got before beginning the study and all the respondents will be given a homogenous treatment. Ethical consideration will help the researcher to get the truth and avoid errors, (David B. Resnik, December 1, 2015).