Investigate the Relationship Between Adaptive and Non-Adaptive Defensive Mechanisms With Resistance Against Organizational Changes from the Employees' Perspective of the Social Security Organization Branches in Masjed Soleiman and Ahwaz City

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ABSTRACT
This study has been done to investigate the relationship between defensive mechanisms with resistance against changes in social security organizations in MasjedSoleiman and Ahwaz city in the summer of 2013. The research method used was a descriptive survey. The study population consisted of all employees of studied organization who were 414 people, that according to Morgan table the sample size was estimated 220 people who were selected from the study population by the simple random sampling method. To test the hypotheses of the study Standard Questionnaire (DSQ) by Andrews et al., 1993, and a researcher-made questionnaire of resistance to organizational changes consisting of 33 questions were used. The Spearman correlation test was used to analyze the results. The results of the study from the employees view showed that: there is a significant positive relationship between adaptive and non-adaptive defensive mechanisms with resistance to organizational changes.

KEY WORDS: Organizational change, resistance, adaptive defensive mechanism, non-adaptive defensive mechanism.

INTRODUCTION

Everyone when are encountered major changes in the organization discuss with each other about the process of reaction to it (Jacobs, 1995, Kyle, 1993).According to Scatt & Jaffe (1988) this process involves four stages: denial, resistance, gradual search, possible commitment. Changes in the organization usually lead to resistive reaction of staff (Kyle, 1993). The employee resistance is considered a natural response to change, because change is the move from the known to the unknown (Coghlan, 1993). The failure of many organizational change programs can be due to employee resistance, more (Spiker & Lesser, 1995).

Management of employee resistance is a major challenge for the founders of change, and according to Connor (1993), this aspect of the process of change is more important than all its aspects. It can be argued that most of the time organizational change run from a technical perspective without knowing or understanding how the human element impact in the success or failure of the change (Arendt et al, 1995). Often it is easier for managers to pay attention to technical change. On the other hand in the technical aspect of change we face with predictable and quantitative issues such as development strategy, estimation of profitability and rational resources (Tessler, 1989). Time management of doing changes in the organization tends to ignore the change or neglects attention to the human factor (Levine, 1997).Considering only the technical aspect of change causes a person avoids accepting change and shows a tendency to resist change. In fact, sometimes the change becomes more resistant rather than be managed (Nord &jermier, 1994). It can be argued that, sometimes the human factor is important to make a profit or as a means to make a profit. For example, while management allocates a large amount of money to the planned change, spends a small amount of that money for communication, learning, and demands needed for successful use of change (Schneider & goldwasser, 1998).
For more than 60 years that the issue of resistance to change has entered into organizational theoretical literature (Levine, 1947, Coch & French, 1948). A review of studies of this area shows that the resistance is a three-dimensional phenomenon: behavioral, emotional and cognitive (Oreg, 2003; Piderit, 200).

Levine (1951, 1947) is the first known scholar who has written about the resistance to change officially. He inspired his field theory, knows resistance as a behavior resulted from the resisting forces against the applicator forces of change. According to him, as long as the applicator forces of change are not able to reduce the resisting forces, the way for change will not pave (Levine, 1951). Coch & French (1948) are two other scientists that their article entitled "Overcoming resistance to change" is one of the most influential books in the field of resistance. In their view, resistance is a behavioral variable with two poles, with the explanation that employees show two types of behavior: desirable or agree behaviors (Free of resistance) and undesirable or disagree behaviors (with resistance) (Coch & French, 1948). Zender (1950), is also one of the prior experts who has acknowledged on the behavioral aspect of resistance to change. He believes that sometimes resistance to change can emerge in the form of political behaviors.

Some of the latest people who have considered the behavioral aspect of resistance to change, believe that resistance to change is a certain type of action (action to deal with the change) and inaction (refusing the change) (Brower & Abolafia, 1995).

Some of them have acknowledged a certain form of resistance (cheat superiors) have (Shapiro, Lewicki, & Devine, 1995). Another one in defining the resistance, consider it as a voluntary action to change (Ashforth & Mael, 1998). Behavior is defined as psychological acts that a person can be seen or heard. The behavior also includes spiritual processes that cannot be seen or heard (Matlin, 1995). In this study, our purpose of resistance to change is behavioral aspect of resistance.

Change as a high pressure situation creates different emotional reactions. The most common reaction to a pressure factor is anxiety. People to protect themselves from the change and anxiety of change are used and common defensive mechanisms. Defensive mechanisms are unconscious Processes which are used to cope with negative emotions. These mechanisms do not change the stressful situation but merely change the way of understanding or thinking about the issue. Also, some defensive mechanisms can delay the change and prevent the adapting and compliance of individual with change (Freud).

Psychoanalysis has created an analytical framework for understanding the process of unawareness which simply describes the thoughts and tendencies which are below awareness (Matlin, 1995). For this research unawareness process as defensive mechanisms which is involuntary organized in response to perceptions of the psychological risk and adapted by individual to reduce worry (anxiety). Anxiety makes up the core of all psychoanalytic theory, when a person has experienced it in a strong way, it is the most unpleasant feelings that one experiences (De board, 1978). Whether the reason of anxiety be real or imaginary, anxiety is created as a psychological response to an individual. Anxiety arises not only from external hazards and increased but it also may be experienced from within individuals for no apparent reason. The reason of this internal resistance is often by past experiences, fears or concerns experienced by the individual. This situation occurs when the thoughts, feelings and behavior sin unconscious are in conflict with thoughts, feelings, and intentions in the conscious mind (vigilant) (De board, 1983). These unconscious forces can have more power than the power of individuals' conscious forces (Wade & Tavirs, 1996). While automatic patterns in unconscious are not present at the time of creative thoughts yet they have been stored in memory through repetition and reinforcement (Altorf, 1992). So people develop some defensive mechanisms to protect themselves against unpleasant feelings of anxiety (De board, 1978). It is not unusual for a person to develop specific use of specific mechanisms (Andrews et al., 1993). Unconscious forces tend to divert energy elsewhere in the change of work. It seems that the main reason of the inefficiency is in the individuals and organizations and also effective resistance is claimed in changing the organization (De board, 1983). With lack of mental energy people are forced to be drawn to unchangeable defensive mechanisms in terms of organizational change, directly (De board, 1983). Most of the literature are about the lack of knowledge of organization theory and organizational life in the field of dynamic psychology (growth) and psychoanalysis, because the resistance experienced by those founders of change is similar to the resistance experienced by a psychotherapist when he works with a client (Lipton, 1996).

With regard to the conceptual model and the issue of the present study, to check the acceptance or rejection of this issue, we investigate the following hypotheses:

**The hypotheses of this study:**
There is a relationship between Adaptive defensive mechanisms with resistance to organizational change.
There is a relationship between Non-adaptive defensive mechanisms with resistance to organizational change.
2. Research Methodology:

This study objectively is applied and in terms of nature is cross-correlation. Methods that have been used in this study are library and field methods. The library studies, websites, and database have been used to develop theoretical foundations and background of the research. By designing a questionnaire and distributing it among the sample the data will be achieved to test the hypotheses. The Data collection tool in this study is questionnaire. The present questionnaires are in form of closed questions and Likert scale. In the present study Cronbach’s alpha method was used to determine the reliability of questionnaire of resistance to organizational change and the LISREL software was used to determine the validity of questionnaire. Two questionnaires were used in this study. Defensive mechanisms questionnaire (DSQ) was used in standard form and in Persian from the book of organizational principles by Moghimi. The questionnaire of behavioral resistance to organizational change is researcher-made so by using LISREL software its validity and by using SPSS software its reliability was confirmed. In this study, two statistical methods were used to analyze the data: descriptive statistics, inferential statistics. Descriptive statistics were used to investigate the demographic research variables. Inferential statistics used to evaluate the hypotheses of the study. In inferential statistics Cronbach’s alpha coefficient is used to measure the reliability of questionnaire and LISREL software is used to determine the validity.

The population in this study is social security organizations in MasjedSoleiman and Ahvaz, who were more than 414 persons and the sample size is 220 people by using the Morgan table. In this study, a simple random sampling method is used.

The Confirmatory factor analysis is used to confirm or reject the relationships. At first the indicators of each of the confirmatory factor analysis models will be investigated and then, by using LISREL charts we investigate the significance of the relationship between each of the questions with the studied factor in both significant and standard states.
As it can be seen, the model indexes indicate the relative fitness of model. The value of $\chi^2$ is low and relatively appropriate (If the ratio of $\chi^2$ to df be less than 3, the amount of $\chi^2$ is appropriate and low and the model has a relative fitness. Whatever the amount of $\chi^2$ be smaller and in other words the ratio of $\chi^2$ to df be lower, the model has better fitness and is more appropriate. In this model, the ratio is about 1/07). Also, the amount of RMSEA (equal to 0/032) and indicators GFI (equal to 0/91), AGFI (equal to 0/90), NFI (equal to 0/90), NNFI (equal to 0/96) and CFI (equal to 0/97) indicate the fitness of model.

3. Research findings:

Correlation tests were used to confirm or reject the research hypotheses. The Kolmogorov-Smirnov test was used to check the normality or abnormality of data. Since it turned out the data are normal so the Pearson correlation coefficient test which is a parametric test was used to check the hypotheses.

Test results of Kolmogorov - Smirnov for research variables.

<table>
<thead>
<tr>
<th>Cronbach's alpha</th>
<th>variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/73</td>
<td>resistance to organizational change</td>
</tr>
<tr>
<td>0/63</td>
<td>adaptive defensive mechanisms</td>
</tr>
<tr>
<td>0/77</td>
<td>Non-adaptive defensive mechanisms</td>
</tr>
</tbody>
</table>

Correlation test was used to evaluate the research hypotheses that summarizes the results of testing hypotheses are shown in the table below.

<table>
<thead>
<tr>
<th>Result</th>
<th>Significant level</th>
<th>Pearson correlation coefficient</th>
<th>hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmed</td>
<td>0/000</td>
<td>0/589</td>
<td>adaptive defensive mechanisms-resistance to organizational change</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0/000</td>
<td>0/065</td>
<td>Non-adaptive defensive mechanisms-resistance to organizational change</td>
</tr>
</tbody>
</table>

Conclusions:

One of the characteristics of a healthy organization is that physical and mental health be considered by the director as much as production and productivity is emphasized. In a healthy society, the responsibility of organizations is not only to provide services profitability by its staff and effective management cannot be achieved without the belief in the mental health of staff. Resistance will occur because people seek a comfort level of stimulation and try to continue the situation. Managing the resistance to change is a major challenge for the founders of change. It can be argued that in most cases in the created changes in the organization, the barriers of organizational change is run from a technical perspective without the knowledge or understanding of how the human element impact in success or failure of organizational change be considered. Often pay attention and focus to technical perspective is easier for managing on the other hand technical aspect of change deals with predictable and quantitative issues such as strategy of development, estimation of profitability and rational resources. In fact, management ignores the important human dimension in performing change and neglects. However, considering only the technical aspect of the change causes that individual shows the tendency to resistance and avoids the change. In fact, sometimes the change becomes more resistant rather than be managed.
Also sometimes human factor is important only to make a profit. For example, while management allocates a large amount of money to a planned change, spends a small amount of that money for communication, learning, and demands needed for successful use of change. Employees may think that they have entered into the process of change as input factor, but then have ignored by management, so they will be frustrated and will leave the organization. Haltman believes that most employees expect that their views be considered or used in decision-making and to be treated with respect. While some change initiators resort to questionable practices such as manipulation and force to overcome the resistance. As a result of these actions, suspicion and resentment and more problems are created in make change and the beneficial and positive balance between human needs with that organization is required to guide the organization through change. Since the organizations are finally included individuals, so organizational change require changing the individuals. Change requires participation of the people who must change themselves at first for successful change.

Proposal:
Since the change has covered all aspects of human life in all the areas and the only non-modified factor is the change and due to the resistance element of the change process is the most important and the most challenging for managers, changes at all organizational and individual levels be considered.
1. Try to create conditions and education needed to promote tolerance for conflict between the personnel and officials show more patience.
2. Managers have a stronger relationship with employees and assist them as much as possible and apply comments of staff in the organizational issues, with regard to extra-organizational life of staff and try to solve problems within the organization and outside the organization is of aspects of management support.
3. Give a needed opportunity to the people to develop new ideas and thoughts, create more freedom of action for employees to show creativity, give opportunity to employees to provide new solutions and ideas by using their thought and effort, encouragements can be efficient in this way.
4. Managers have more connection with employees and hold meetings to explain the aims of the organization changes for staff, and also the expectations of any occupation be cleared. Specific instructions to be given to staff and officials attempt to meet the job needs of staff with more willingly.
5. Hold different general and specialized workshops for familiarity with the changes at different levels of the company.
6. Hold the general meeting of change management in the Company.
7. Prepare suitable books and magazines for staff.
8. Formation of the change management teams at different levels of the company.
9. Create motivation to accept change and create a culture among staff through the development of reward system.

REFERENCES


