Resistance to Change: Direct and Merge Relationship with Employee's Attitude in Universiti Sultan Azlan Shah

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ABSTRACT: *Changes, either it can be positive or negative to the organization or employee itself. The changes can make the organization become new, refresh and will rebranding in order to fulfil the benefits to the employees and the organization itself. It also may build good attitude of employees due to gaining the effectiveness, knowledgeable, competitive and also it may bring added value to be a better employees in the organization. The Universiti Sultan Azlan Shah, has seriously going to the changes after the latest its' ViceChancellor has taking over of the university. The university in a long time ago had no moveableon systematic of workplace due to poor quality of work, lack of employee's attendance, health care, less of technologies and etc.*
KEYWORD: *Changes, resistance, attitude, rebranding*

I. INTRODUCTION

Researchers said thattheincreasing of consistency will appear in the large-scale organization changes (Bughin, Hung Byers an Chui, 2011: De Meuse, Marks and Dai, 2010) and there are an important precursor of employee behaviour and attitudes (Conway et al., 2014; van de Heuvel et al., 2013; Meyer et.al, 2010). The members in the organization has always become from a good arrangement members which has found that exposure to organizational change negatively influence the employee behaviour at workplace as assessed by the range of indicator. Besides, the researchers also said that the large scale of changes have negative impacts on a broad collection off physical and psychological indicators to behave(Benanch et al. 2014:Loretto, Plantt and Popham, 2010).

Furthermore, the philosopher have recognize that the key to understanding of the organizational change processes is the way in which individuals obtain, arrange and make sense of change (George and Jones, 2001: Loretto, Platt and Popham, 2010; Rafferty and Griffin, 2006; Weber and Manning, 2001) In the other hands, the organization changes events area associated with decrease employee well-being (Bamberger et.al.,2012; Benanch et al.,2014).

The changes of the organization by the new top management at that moment due to get a quality of management, good healthcare to the employeesin the organization may create varieties of perspectives and impacts on the employee. The varieties of the employee's perspectives either positive or negative the organization should not easily to ignore it. In the early of changes, there are certain employees may resist the changes and try to influence the other. The organization should be prepare to overcome all the resistances in order to ensure the vision of the changes will achieve

Transformational Change

The researchers said that individuals pay close attention to the content of change and, it particular, to the degree of change occurring in their workplace (Lau and Wood-man, 1995; Weber and Manning, 2001). Furthermore, the researchers Rafferty and Griffin (2006) defined that the transformational change as an individual's subjective perception that organizational change has resulted in modifications to the core systemof an organization including traditional ways of working, values, structures and strategy.

Thus, the researchers came out said that the organization which involved in this kind types of changes arise in response to at least three of interruptions (Tushman, Newman,and E. Rumelli, fall 1986). First is an industry discontinuity which it spiky changes in legal, political, economic and technological conditions that basis for the rivalry within an industry. Second, the product life cycle shifts included the changes in product life cycle that require different business strategies and third is internal company vibrant which include changes in size, corporate portfolio strategy or executive earnings. These interruptions severely pushthe organization to question their business strategy and, in turn, their mission, values, structure, systems and procedures. By choosing this type of the changes, the organization should be prepared the response to or in anticipation of major

changes in the organization's environment or technology. In the final result, theemployees haveto receive anyways changes in the organization as the vision of the changes.

This kind of education organization was engage with the transformational change due to managing their overall management. It is included the employee's quality of works, attendance, healthcare and others. This kind of organization was transform from government ownership to private organization in order to be relevant, independent and being competitive. In the earlier, the employee's and the union was appear with varieties of issues due to responds on the changes which it occurred in many directions of emotions, perceptions, unsatisfied and other negatives feedbacks. Explanations on the issues appear by the top of management and it has been done in the harmony assembly but there are a few unsatisfied answers which lead the union to handles and make another discussion with the top of management especially about the employee's benefits after being the private sector.

Regarding to the changes made by the management, this particular organization had transform their traditional ways of working for example in a week, all the employees in every Wednesday should be involve in the special programme known as Let's Sweat Programme. The working hour due to this kind of programme was modify. On that day, started at 8.00am until 11.00 am all the employees should be involved in exercises activities planned by Human Resource Department which it is make some of their employees refused to join the programme with varieties of the reasons. Even though this programme was running over 2 years, the management are still gaining a lots of feedbacks and responses from the employees who are keep trying to avoid to join the programme.

Furthermore, in the way to observe the absenteeism of employees, the management was coming out the idea which all the employees has being transform by using the punch card machine to thumb print system which create some partial emotion among the employees who always engage with the absenteeism and other bad habits regarding their attendance. Furthermore, the employees who engage with the absenteeism more than three days will received the warning letter from the administrators and it will put in into the personal file. The employee resist this particular ways because of by locate the letter into the personal file, it will be evidence of the bad record created by the employees besides difficulties are appear if that particular employees wanted to get promotion to the next level of employment.

In order to rebranding the organization, the management engage with the certificate by ISO. There are lots of auditing activities which require the organization and its employees to be all out in preparing the documents. In the earlier of introducing this particular system to the employees, there some of them has refused and did not give a good cooperation during the collecting data and documents related. Meanwhile, by applied the ISO procedures, all employees in the organization should have to follow their requirements and also guidance by the expertise. Thus, the environments of working have to turn to be more active, effective, systematic, efficient and good time management. In order to minimize the auditors' comments, all employees especially who involved directly with the procedureshave need to spend their time, allocated the documents needed which some of the employees started to use any reasons to resistance this changes.

II.   CONCLUSION

In conclusion, the changes in the organization are related to the employee's attitude either it directly or indirectly. In order to make the changes in receive a good feedback or response from the employee, the top management should be able to make a discussion and may have a brain storming session before take action on the changes. The employees also should accept any changes that give the benefits to all parties who involve in the organization. Resistance of the changes sometimes can make the organization looks like dull, not updated and not relevant. The changes should be done in order to ensure the organization more effectiveness and reliable.

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