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Research Paper

The Effect of Perceived Benefits and Participation on Resistance to Change, With Organization-Based Self-Esteem Moderation

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Abstract

Background - This study involves PT Bank XYZ RO VI Surabaya as the object of research, in which PT Bank XYZ RO VI Surabaya is in an effort to fulfil the change plan. In addition, this study also wants to see the effect of OBSE moderation on participation in resistance to change.

Purpose - This study aims to analyze resistance to change based on multidimensional concepts (i.e. thoughts, feelings, and thoughts) with participation and perceived benefits as antecedents.

Design/Methodology - A quantitative approach was employed in this study, in which a survey was employed as a collecting data procedure through questionnaires. The designed questionnaires were distributed to 196 employees as research respondents. In addition, PLS-SEM was employed as a method of research analysis.

Findings - The results showed that participation and benefits perceived as antecedents could predict all components of resistance to change (i.e., cognitive, affective, and behavioural). In addition, this study also shows that OBSE can moderate the relationship between participation and two components of resistance to change (i.e. cognitive resistance and affective resistance). Finally, this study also offers several implications, both theoretically and practically.

Research limitations - This research only focuses on one aspect, namely the individual level. In the future, research can use two levels: individuals and organizations.

Originality/value – Research on resistance to change has focused only on one aspect. Not much research on resistance to change focuses on a process starting from thoughts, feelings, and behaviour. In this study, resistance to change is considered as a process.

Keywords *resistance to change, perceived benefits, participation and self-esteem based on the organization, banking*

INTRODUCTION

The study of change is one of the major themes in the social sciences, and interest in this topic continues to grow and develop (De Meuseet al.,2011). In today's 21st century, business organizations face tough challenges because they have to struggle with the complexity of the environment (Chen & Miller, 2015). It is this environmental complexity that requires business organizations to change (Gordon et al.,2000), adapt effectively (Jaramillo et al.,2012), and be more flexible to environmental dynamics if the organization wants to survive in the long term (Bareil et al.,2007). However, when organizations make changes, it turns out that there is a potential for failure. This is in tune with Beer and Nohria (2000), whose research found that about 70% of change initiatives fail.

Talking about the problem of organizational change, it turns out that there are two possible responses by members of the organization in responding to this, namely supporting or rejecting change (Lewin, 1951). When organizational members do not feel the need to participate in the

change process (reject change), the change initiative will likely fail (Cunningham et al., 2002).

Based on several studies, there are important factors that have the potential to influence the level of resistance to change in employees. In their research, Giangreco and Peccei (2005) explained that perceived benefits and participation are two important factors commonly identified as the main antecedents of resistance to change. This study proposed organization-based self-esteem (OBSE) as a control variable on the relationship between participation and resistance to change. Organization-based self-esteem is the level of individual belief that he is capable, valuable, and able to contribute in order to meet his needs as a member of an organization (Pierce et al.,1989).

LITERATURE REVIEW

Participation is also often mentioned in the context of normative change strategies. The strategy assumes that employees are rationally self-interested and committed to sharing something meaningful to their social environment (Chin & Benne, 1989). Employees will accept change if it is rationally deemed correct (Choi & Ruona, 2011). Thus, change will only occur when individuals independently participate and carry out thought processes (Chin & Benne, 1989).

This thinking is reinforced by the results of research conducted by Giangreco and Peccei (2005), who reported that participation (involvement in change) has a negative effect on resistance to change. This indicates that participation can reduce resistance to change. While in another study conducted by Garcia and Hernandez (2014) shows that participation has a negative effect on cognitive resistance, affective resistance, and behavioural resistance. This means that high employee involvement can reduce cognitive, affective, and behavioural resistance during the change process.

H1a: Participation has a negative effect on cognitive resistance
H1b: Participation has a negative effect on affective resistance
H1c: Participation has a negative effect on behavioural resistance

Lau and Woodman (1995) state that individuals have the potential to resist change if the changes are perceived to only produce negative (harmful) consequences for them personally. Thus, the perception of potential personal benefits of change is able to lead individual cognition to accept change. This thinking is reinforced by research by Garcia and Hernandez (2014), which explains that perceived benefits have a negative effect on cognitive resistance, affective resistance, and behavioural resistance. This means that when employees have the perception that a change has the potential for great benefits, then this can reduce cognitive resistance, affective resistance, and behavioural resistance that occur in employees.

H2a: Perceived benefits have a negative effect on cognitive resistance
H2b: Perceived benefits have a negative effect on affective resistance
H2c: Perceived benefits have a negative effect on behavioural resistance.

Cognitive distortions damage the individual's relationship with the organization (Coghlan & Rashford, 1990); if this cognitive process (dysfunctional distortion) is not corrected, it is claimed by Coghlan (1993) and Miller (1993), will increase emotional resistance (affective resistance) to change. This thinking is reinforced by the results of research conducted by Bovey and Hede (2001), who reported that cognitive resistance positively influences affective resistance. This means that if there is an increase in cognitive resistance, affective resistance will also increase. In other studies conducted by Chung et al. (2012) on 419 company employees in the manufacturing industry, it was found that affective resistance positively influences behavioural resistance. This means that if there

is an increase in affective resistance, behavioural resistance will also increase.

H3: Cognitive resistance has a positive effect on affective resistance.
H4: Affective resistance has a positive effect on behavioural resistance.

Based on the concept of behavioural plasticity, Hougland and Brockner (1989) explain that individuals with low OBSE are more reactive to environments that are considered negative (change) than individuals with high OBSE (Pierce & Gardner, 2004) because to be able to adapt to change is very dependent on individual skills in doing the job (Pierceet al.,1993). Participation is more valuable to individuals with high OBSE because they will be in a better position to demonstrate openness and participate in developmental change. It can be said that individuals with low OBSE tend to be afraid to participate in changes, making individuals more resistant both in thoughts, feelings and behaviour towards changes.

H5a: The higher the OSBE, the stronger the negative effect of participation on cognitive resistance.
H5b: The higher the OSBE, the stronger the negative effect of participation on affective resistance.
H5c: The higher the OSBE, the stronger the negative effect of participation on behavioral resistance.

RESEARCH METHOD

This study uses the concept of causality between variables that have been built on a conceptual framework. This study also uses a quantitative approach, where the research variables will be analyzed numerically using various statistical techniques (Lewis et al., 2016, p. 116). In addition, this type of causality research uses deductive reasoning, which systematically starts from the perspective of rationality and general theory, which is then narrowed down into specific hypotheses that can be tested empirically. (Sekaran & Bougie, 2016, p. 6). The population is the entire group of people, events, or interesting things to be studied (Sekaran & Bougie, 2016, p. 236). In this study, the population is one of the National Bank Company branch offices domiciled in East Java Province.

The sampling technique used in this study is the census method, where the total number of subjects in a population is taken for research (Sekaran & Bougie, 2016, p. 237). Regarding the determination of the number of samples, it should be five to 10 times the number of structural paths (Hair et al., 2014). In this study, there are 11 arrows to the construct (structural path), so if the minimum number of requirements is taken, namely 110 times the number of path coefficients, then the number of samples needed in this study is 110.

The data collection procedure in this study was a survey method, namely using a questionnaire to obtain data from respondents. Assessment of the questionnaire items using a 5-point Likert scale. Respondents were given 5 answer choices for each statement. The measurement technique with a Likert scale is used to determine the scale value of the distribution of respondents' answers. The scale obtained will be scored from 1 (one) to 5 (five).

This study analyses the data using Partial Least Squares (PLS) Structural Equation Modeling (SEM). This approach was chosen because of its flexibility, such as using small samples, not requiring normally distributed data, relevance to various types of data, ability to test models effectively, and handling complex models (Hair et al., 2014, p. 16).

FINDINGS AND DISCUSSION

Testing this hypothesis is based on a significance value (P Value) <0.05. If the significance value is less than 0.05, then there is influence between variables, and the hypothesis is accepted. The hypothesis test results can be seen in the data in Table 1.

Table 1. Hypothesis testing

Hypothesis	Code	β	T Statistics	P Values	Explanation
Participation➔ Cognitive Resistance	H1a	-0.314	4,029	0.000	Sig.
Participation➔ Affective Resistance	H1b	-0.232	2,421	0.008	Sig.
Participation➔ Behavioral Resistance	H1c	-0.313	3,721	0.000	Sig.
Perceived Benefits➔ Cognitive Resistance	H2a	-0.258	2,981	0.002	Sig.
Perceived Benefits➔ Affective Resistance	H2b	-0.236	2,314	0.011	Sig.
Perceived Benefits➔ Behavioral Resistance	H2c	-0.159	1,780	0.038	Sig.
Cognitive Resistance➔Affective Resistance	H3	0.253	2,494	0.006	Sig.
Affective Resistance➔ Behavioral Resistance	H4	0.267	3,680	0.000	Sig.

The data contained in Table 1 is the output result of the bootstrapping test via smartPLS. The data can be used to analyze hypotheses and the relationships between variables. Following are the results of the analysis of the hypotheses in this study.

Based on the data presented in Table 1, it can be seen that the participation variable has a negative (-) and significant effect on the cognitive resistance, affective resistance, and behavioural resistance variables. This can be seen from the value (p-values < 0.05) and the value (T-statistics ≥ 1.64). This means that an increase in employee participation in the change process (cognitive resistance, affective resistance, and behavioural resistance) is predicted to reduce employee thinking to resist change with a moderate weight of influence. Thus, hypotheses 1a, 1b and 1c can be concluded as accepted.

Meanwhile, the variable perceived benefits have a negative (-) and significant effect on cognitive, affective, and behavioural resistance. This can be seen from the value (p-values < 0.05) and the value (T-statistics ≥ 1.64). While the value (β) is included in the low category. This means that with an increase in employee perceptions of the potential benefits or benefits to be obtained personally from changes (perceived benefits), it is predicted to reduce employees' thoughts of resisting change (cognitive resistance, affective resistance, and behavioural resistance) with a low influence weight. Thus, hypotheses 2a, 2b and 2c can be concluded as accepted.

Furthermore, based on the data presented in Table 1, it can be seen that the cognitive resistance variable has a positive (+) and significant influence on the affective resistance variable. This can be seen from the p-value of 0.006 (p-values <0.05) and the T-statistics value of 2.494 (T-statistics ≥ 1.64). Meanwhile, the coefficient of correlation is (β = 0.253). The value (β) is included in the low category. This means that with an increase in employee thinking to resist change (cognitive resistance) is predicted to increase employee feelings to resist change (affective resistance) with a low influence weight.

Furthermore, based on the data presented in Table 1, it can be seen that the affective resistance variable has a positive (+) and significant influence on the behavioural resistance variable. This can be seen from the p-value of 0.000 (p-values <0.05) and the T-statistics value of 3.680 (T-statistics ≥ 1.64). While the value of the coefficients of correlation (correlation coefficient) is (β = 0.267). The value (β) is included in the low category. This means that an increase in employee

feelings to resist change (affective resistance) is predicted to increase employee behaviour to resist change (behavioural resistance) with a low influence weight.

The next test is the moderation test. The moderation test aims to see whether the presence of a moderating variable strengthens or weakens the effect of the independent variable (X) on the dependent variable (Y). One of the test tools that can be used is the SmartPLS software. While the way to find out the moderating effect is to look at the significance value in the interaction of the independent variables and the moderating variable on the dependent variable. When the significance value (p-value) is < 0.05, it can be concluded that there is a moderating effect on the effect of the independent variable (X) on the dependent variable (Y).

Table 2. Total Effects

Hypothesis	Code	β	T Statistics	P Values	Information
Participation*OBSE➔ Cognitive Resistance	H5a	-0.211	3.106	0.001	Sig.
Participation*OBSE➔ Affective Resistance	H5b	-0.190	2,453	0.007	Sig.
Participation*OBSE➔ Behavioral Resistance	H5c	-0.008	0.119	0.453	No Sig.

The data contained in Table 2 is the output result of the bootstrapping test via smartPLS. These data can be used to see a moderating effect in this study. Following are the results of the analysis of the moderating effect in this study.

H5a: The higher the OSBE, the stronger the negative effect of Participation on Cognitive Resistance.
H5b: The higher the OSBE, the stronger the negative effect of Participation on Affective Resistance.

Based on the data presented in Table 2, it can be seen that OBSE moderates the effect of participation on cognitive resistance. This can be proven by the significance value (p-value) in the interaction of the OBSE variable with participation in influencing cognitive resistance, which is equal to 0.001 < 0.05. This means that OBSE can strengthen or weaken the influence of participation on cognitive resistance. To find out the role of the OBSE variable in weakening or strengthening the effect of participation on cognitive resistance, can be seen from the "simple slope analysis" graphic data. The following is the "simple slope analysis" output in smartPLS 3 software.
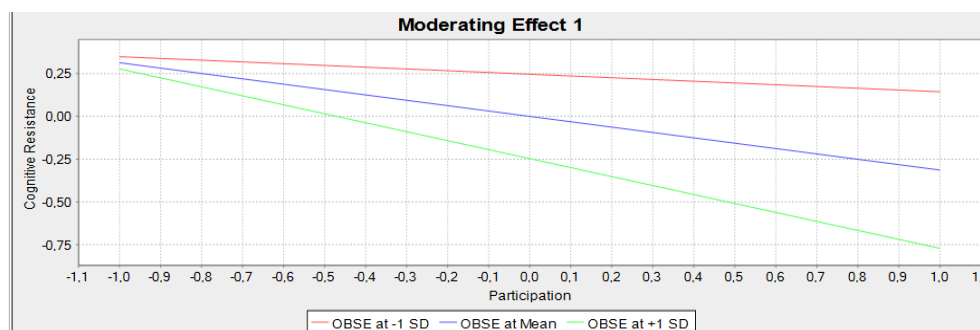

Figure 1. Graph of Simple Slope Analysis PLS
Source: Simple Slope Analysis PLS Appendix

Information: ———— = Low OBSE ———— = High OBSE

Based on the "simple slope analysis" graph that is found in Figure 1, it can be seen that when participation is low (low participation), individuals who have low OBSE appear to have higher cognitive resistance when compared to individuals who have high OBSE (high OBSE). This also applies when participation is high (high participation), individuals who have low OBSE (low OBSE) appear to have higher cognitive resistance and affective resistance when compared to individuals who have high OBSE (high OBSE). This means that when the space for individual or employee participation to be involved in the change process is increased, then individuals with high OBSE (high OBSE) experience a much greater decrease in cognitive resistance and affective resistance compared to individuals with low OBSE (low OBSE). This indicates that the negative effect of participation on cognitive resistance and affective resistance is getting stronger when OBSE is high. Thus, hypothesis 5a states that the higher the OSBE, the stronger the negative effect of participation on cognitive resistance and affective resistance.

H5c: The higher the OSBE, the stronger the negative effect of Participation on Behavioral Resistance.

Based on the data presented in Table 2, it can be seen that OBSE cannot moderate the influence of participation on behavioural resistance. This can be proven by the significance value (p-value) in the interaction of OBSE with participation in influencing behavioural resistance, which is equal to 0.453 > 0.05. This means that OBSE cannot strengthen or weaken the influence of participation on cognitive resistance. Thus, hypothesis 5c, which states that the higher the OSBE, the stronger the negative effect of participation on behavioural resistance, can be concluded to be rejected.

CONCLUSIONS

Based on the results of hypothesis testing and analysis that has been done. Then, a conclusion can be drawn: Participation and Perceived benefits have a negative (-) and significant effect on cognitive, affective, and behavioural resistance. The results of this study are consistent with the results of previous research conducted by Garcia and Hernandez (2014), who reported that good participation in the change process could effectively reduce employee thinking to resist change (cognitive resistance, affective resistance and behavioural resistance).

OBSE can significantly strengthen the negative influence of participation on cognitive resistance and affective resistance when in high OBSE conditions. This study's results align with the results of previous research conducted by Garcia and Hernandez (2014) on 143 employees from 7 (seven) companies domiciled in Spain. Garcia and Hernandez (2014) found empirical facts that OBSE can moderate the effect of communication and participation on cognitive resistance and affective resistance.

OBSE cannot strengthen the negative effect of participation on behavioural resistance when in high OBSE conditions. The results of this study are consistent with the results of previous research conducted by Garcia and Hernandez (2014) on 143 employees from 7 (seven) companies domiciled in Spain. In that study, Garcia and Hernandez (2014) found empirical facts that OBSE cannot moderate the relationship between communication and participation in behavioural resistance.

Practical Implications

The findings in this study can be used as reference material for HRD practitioners and managers in managing change. In addition, these findings can also help increase awareness of the importance of the role of individuals or organizational members in the change process. The

managerial implications of this research are as follows:

Looking at the actual conditions in the field, it turns out that the resistance to change (cognitive resistance, affective resistance and behavioural resistance) for Bank XYZ RO VI Surabaya employees has a moderate average value with a high tendency. It is necessary to reduce this so that the program or change policy launched by XYZ Bank management can be realized as expected. So, to be able to reduce the resistance to change that occurs in Bank XYZ RO VI Surabaya employees. Based on Kotter and Schlesinger (1979), the management needs to make a policy to potentially increase employee participation. Suggestions for organizations to increase employee participation are considered appropriate, considering the conditions in the field show that most Bank XYZ RO VI Surabaya employees feel that the space provided by management is still limited. Thus, an initiative from management to increase participation through programs that are appropriate to the conditions in the field is very much needed to slowly reduce the resistance to change (cognitive resistance, affective resistance and behavioural resistance) that occurs in employees.

Meanwhile, in terms of age characteristics, the majority of respondents are aged 36-45 years, with a total of 88 people or 44.9%. In the industrial world, the age range is still relatively young and very productive to produce new ideas or breakthroughs. While in terms of the characteristics of the latest education, the majority of respondents were tertiary graduates, namely S1 "strata 1" education, with a total of 167 people or 85%. Looking at these assumptions, it can be said that the majority of respondents who are there tend to have an open mind to something new and like challenges (Garcia & Hernandez, 2014; Oreg, 2006; Wanberg & Banas, 2000), so with these assumptions the potential to have a negative response to the existence of relatively small changes.

LIMITATION & FURTHER RESEARCH

This research was still conducted in one company with limited sample data. It is hoped that future research can reach more banking companies and samples. In the future, we can add other antecedent variables from resistance to change, not just participation and perceived benefits.

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