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Impact of Role Ambiguity on Resistance for Change in Banks within Gujarat

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Abstract: ***Change is the only constant seen in industries worldwide. It is part of continues existence of each organization irrespective of its sector. How the organization reacts to such change drivers is important as sources for change drivers for firms may vary from one to another sector. Banks today are witnessing radical changes. Change is the array of the day. Without change, organizations and individuals both will stagnate putting their future at risk. Banking sector is no exception. Managing such organizational change is has been a matter of concern for academic research and practitioners since many decades .Also every organization requires committed employees to carry out their day to day work and to accommodate with the changes emerging from the environment. The purpose of this paper is to investigate the impact of Role Ambiguity arising out of organizational changes on Resistance for Change among the bank managers of the public and private sector banks of Gujarat. Data was collected from 30 bank managers through structured questionnaire. The findings indicate a positive relationship between role ambiguity and resistance for change. It suggests measures to be taken by management to improve attitude of employees and make them ready for change and enjoy the benefits emerging out of those changes.***
Keywords: Change drivers, Resistance for change, Role Ambiguity, Banking sector, Structured questionnaire.

I. INTRODUCTION

Banking has very significant role to play in the socio economic development of India. Development of any country mainly depends upon the banking system (L. Nilesh &M. Baban, 2014). Banking sector has transformed in last few year. Increased customer expectation, competition and technology have brought significant changes in the banking sector. Digitalization and demonetization has played an important role in the development of banks in Gujarat in every sphere. Because of increasing dynamic environment, organizations are continually confronted with the need to implement changes. Many factors contribute towards successful change implementation. One of such factor is resistance for change. Resistance for change is reflected in organizational members' belief, attitude and intention regarding the extent to which changes are not needed and the organization's capacity to successfully make these changes. Resistance to change is the action taken by individuals and groups when they perceive that a change that is occurring as a threat to them. Globalization and privatization has resulted in implementation of drastic changes in every sector, including banking. Organizational structures in the banks are being changed to suit the technological and process changes (Rao & Menezes, 2007). Before implementing an organizational change, there is need to identify the role ambiguity and resistance for change among employees and to identify the impact so as for smooth implementation of such transformational changes takes places in the organization

II. LITERATURE REVIEW

Susan R. Madsen (2005) has investigated the relation between readiness for change and two of the possible factors – organizational commitment and social relations in workplace which indicate significant relation between readiness for change, organizational commitment and social relationships. Holt (2007) discusses the development and evaluation of an instrument that can be used to gauge the readiness for change at an individual level. The results suggest that readiness for change is a multidimensional construct influenced by belief among employees that-

A. They are capable of implementing a proposed change (change efficacy)
B. The proposed change is appropriate for the organization (appropriateness)
C. The leaders are committed to proposed change (management support)
D. The proposed change is beneficial to organizational members (personal valence)

Literature reveals that, change is a source of feeling of threat, uncertainty, frustration and anxiety (Ashford, 1998). Thus it is necessary to know the employees perception and attitude towards change before initiating the process. Since last many years large number of research studies has been conducted in the domain of change management and advocates various individual and

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workplace factors responsible for readiness to change. In literature, these factors have been recognized as employees' commitment with the organization and career (Goulet and Singh, 2002; Penley and Gould, 1988). However, Madsen et al., (2005), examined for the first time employees' commitment with readiness to change and found positive impacts.

III. RESEARCH METHODOLOGY

A. Research Methodology

The research design of the present study is descriptive in nature. The scope and population of the present study is defined and limited to branch managers of private and public sector banks in Gujarat. This research focuses to examine the employee's role ambiguity and its impact on change resistance which might support to effective and successful organization changes.

B. Research Objectives

1) To find out role ambiguity among bank mangers in selected banks of Gujarat
2) To examine resistance for change score among the faculties
3) To identify the impact of the role ambiguity on resistance for change
4) To provide recommendations and suggestions

a) *Hypothesis H1***:** There is positive impact of the role ambiguity on resistance for change among bank mangers in Gujarat.

C. Sampling

The sampling method used in this study is convenience sampling. The total number of managers taken for the study is 30. Out of the 50 questionnaire filled 30 were usable.

D. The Survey Instrument:

The questionnaire was designed after detailed review of literature. The first part of questionnaire investigates the role ambiguity by using 6-item scale developed by Rizzo, House and Lirtzman (1970).

Second part of the questionnaire deals with the investigation of the resistance for change using scale by Oreg, S. (2003), where in resistance explains general attitude towards change in organization and not about any specific change.

The sample items are:

1) I generally consider changes to be a negative thinking.
2) When I am informed of a change of plans, I tense up a bit.
3) Changing plans seems like a real hassle to me.
4) I don't change my mind easily.

IV. DATA ANALYSIS AND INTERPRETATION

The present study has been conducted in banking sector of Gujarat among selected private and public sector banks. A total of 8 selected banks have been taken into consideration for the study. The overall role ambiguity is measured by the mean score of the variable in role ambiguity. The overall resistance for change is measured by the mean score of routine seeking, emotional reaction, short term focus and cognitive rigidity.

Impact of role ambiguity on the resistance for change has been measured for identifying the degree of response of the ambiguity on resistance for organizational changes among the employees. Here the independent variable is role ambiguity and dependent variable is resistance for change. The Simple Regression analysis has been administered to find out the impact of role ambiguity on resistance for change. Role ambiguity has a positive impact on resistance (β= .415; p=.003) (Table 2). Role ambiguity was a significant predictor of resistance to change. Hence the hypothesis is accepted. The overall model fit was R^2 = 0.531 (Table 1)

TABLE I
MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531[a]	.282	.256	3.75942
a. Predictors: (Constant), ra				

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TABLE III ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	155.235	1	155.235	10.984	**.003**[b]
	Residual	395.732	28	14.133		
	Total	550.967	29			
a. Dependent Variable: rch						
b. Predictors: (Constant), ra						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.816	8.121		3.302	.003
	ra	.415	.125	.531	3.314	.003

The total impact analysis related with role ambiguity on resistance for change reveals that there is significant impact of role ambiguity on resistance for change among bank managers of Gujarat. Overall managers in this study perceives themselves as resisted for changes with a statistical mean(M) of 64.66 as the stage of digitalization is in its initial phase which might lead to lack of clarity in term of changing roles of employees in bank branches.

A. Managerial implications

Organizational leaders and change agents should understand that change that is not designed and implemented properly can be destructive force in any organization. Efforts should be focus on motivating and preparing employees so that they are constantly and continuously open and ready for change. This study may contribute towards literature of change management particularly for developing countries and may assist to practitioners in assessing, designing and evaluating new change programs.

B. Limitation

The results may not be generalized to entire banking sector. It also ignores the difference in attitude towards changes during different stages of change implementation. The study still can be extended to banking Sector in India and resistance for change can be studied both at individual and organizational level for other sector banks like cooperative banks and foreign banks in India.

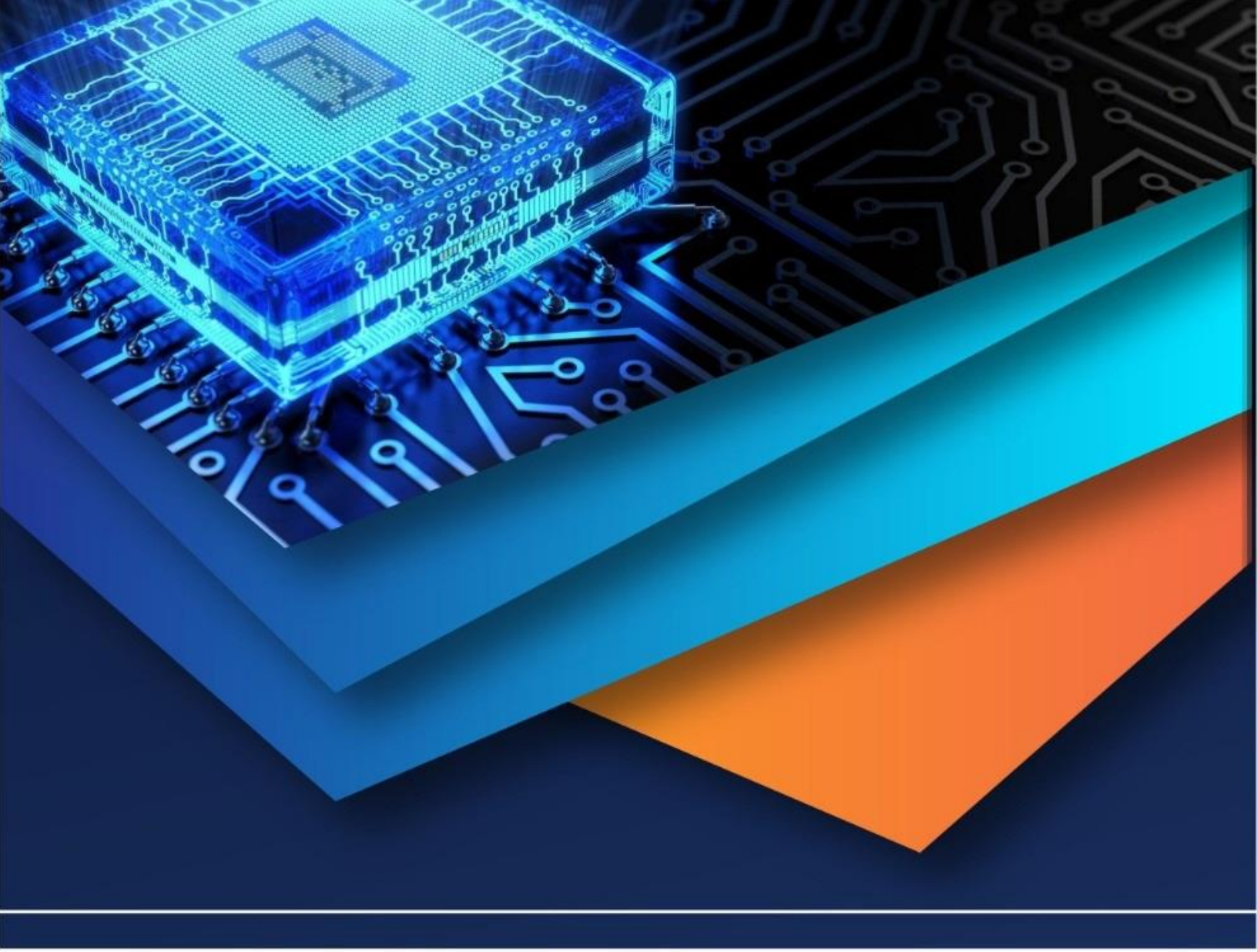
V. CONCLUSIONS

During implementation of organizational changes, employees of all types are likely to resist change on some level. Everyone from front-line, entry-level employees to senior management have their own motivations, fears and things that make them confused. By identifying the sources of resistance and building an organizational change management plan, we can identify the various human elements that contribute to resistance. Finding solutions in terms of employee resistance to change is seen as an essential process for any organization implementing transformational changes in order to achieve expected results, to meet flexible business environments that are becoming increasingly more dynamic. The change of attitude and behaviour to allow fundamental rethinking and redesigning business activities, establishment of structures and new working relationships in order to maximize organizational efficiency, cannot be created without the full involvement of employees. Throughout each phase of the change process, leaders and managers must communicate consistently to manage change and clarify their roles so as to reduce the role ambiguity during the change implementation process.

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