

UNIT V

Change and its Effects: Change at Work- Resistance to Change – Implementing Change Successfully – Understanding Organization Development.

Stress and counseling: Employee Stress – #Employee Counseling – Types of counseling#.

What is resistance to change?

Resistance to change is **unwillingness to adapt to new circumstances** or ways of doing things.

It can happen with **individuals, relationships, or within organizations**.

There are many reasons for resistance, but at its heart, **resistance is rooted in fear of the unknown**.

REASONS FOR RESISTANCE TO CHANGE:

In order to facilitate transitions and changes, managers must first be able to identify the exact reason for resistance. Such resistance to change is common in all organizations. The following are some common reasons for this:

- ✓ People generally find it **convenient to continue** doing something as they have always been doing. Making them learn something new is difficult.
- ✓ Changes always bring about alterations in a **person's duties, powers, and influence**. Hence, the people to whom such changes will affect negatively will always resist.
- ✓ People who are **adamant on maintaining customs instead of taking risks and doing new things will always resist changes**. This can happen either due to their insecurities or lack of creativity and will.

TYPES OF RESISTANCE TO CHANGE

Resistance to change may be of the following three types:

- a) **Logical resistance:** This kind of resistance basically arises from the time people genuinely take to adapt and adjust to changes.
For example, when computers became common, **accountants** had to shift from accounting on paper to digital accounting. This naturally takes time to adapt to.
- b) **Psychological resistance:** Under this category, the resistance occurs purely due to **mental and psychological factors**. Individuals often resist changes for reasons like fear of the unknown, less tolerance to change, dislike towards the management, etc.
- c) **Sociological resistance:** This resistance relates not to individuals but rather to the **common values and customs of groups**. Individuals may be willing to change but will not due to peer pressure from the group they are members of. For example, if a workers' union protests against new management policies, all workers face pressure to protest together.

OVERCOMING RESISTANCE:

While **change will almost always face resistance**, it is certainly possible to overcome it. Managers must strive to help their employees adjust to changes and facilitate new variations in functioning.

- **Firstly, managers** must be able to **convince workers** that the changes they are proposing are necessary. They should show how the workers and the organization itself will benefit from these changes.
- **Secondly**, the management can keep the following considerations in mind to implement changes smoothly:
 - ✓ Changes should not happen in one go because it is easier to implement them in stages.
 - ✓ Changes should never cause security problems for the workers.
 - ✓ Managers must consider the opinions of all employees on whom the proposed change will have an effect.
 - ✓ If managers portray leadership by first adapting to the changes themselves, employees are less likely to resist.
 - ✓ Sufficient prior training of employees can help them accept changes with confidence.

6 STEPS TOWARDS IMPLEMENTING CHANGE IN AN ORGANIZATION:

There are six steps that leaders use to implement lasting change in organizations:

Step 1 – Prepare for Change

First, leaders prepare for change. Knowing that the world will never remain the same, leaders collect information and analyze the strengths and vulnerabilities of the business on an ongoing basis. This helps them anticipate emerging trends in the marketplace.

Thinking about the future and keeping an open mind also helps leaders stay personally resilient. They are able to find new opportunities that emerge and take on new challenges with excitement. This helps set an expectation of continuous improvement.

Step 2 – Explain the Change

When opportunities to change exist, leaders know how to explain the change to others. They can set the context and talk with others about the business reasons for the change. They engage others in conversation and clarify the long-term value of making the change.

Step 3 – Acknowledge the Loss

Even when there is a sound business reason for making a change, great change leaders know that the people affected by the change will still have some concerns. They understand that fear and resistance are natural reactions to change. Supporting people by recognizing the loss of familiar ways of working is an important step towards building long-term commitment. It helps minimize disruptions to the business and eliminates confusion for people during the change process.

Step 4 – Create the Climate

During the implementation of any change, there will be “early adopters” (people who get excited about change). A successful leader identifies these key influencers who are supportive of the change, and with the leader’s help, these individuals can help set a positive tone for the new change. They build excitement and momentum and help others see the benefits of the change and let go of the past.

Step 5 – Build a Plan

The leader sets a clear direction for the change, how it will be accomplished, and how its success will be measured. No aspect of the implementation is left to chance. The leader defines who, what, where, and when each step of the change will take place.

Step 6 – Launch and Sustain

Finally, once the change is implemented, a leader must make constant adjustments and ongoing improvements. This helps people overcome barriers and sustain the change as part of the organization's new culture.

WORK-RELATED STRESS:

- ✓ A little pressure at work can be motivating, it can help you perform better and teach you ways of overcoming obstacles that may occur.
- ✓ But when this pressure becomes **excessive and the demands of your job are too much, it can lead to work-related stress.**
- ✓ This is when certain demands in your job exceed your ability to cope.
- ✓ Similarly, workplace bullying, harassment, unrealistic deadlines and feeling inadequate or undervalued can also negatively affect your ability to cope.
- ✓ It is thought that work-related stress is more prevalent in public service industries, such as education, health and social care, and public administration and defence.
- ✓ However, anyone can be affected by stress, in whatever career they hold. It doesn't matter how old you are, your gender, or the industry you're in - sometimes things can become difficult and this is when you need to ask for help.

EMPLOYEE STRESS :

- ✓ **Employees stress** is a growing concern for organizations today.
- ✓ Stress can be defined as a lively circumstance in which people face constraints, opportunities, or loss of something they desire and for which the consequence is both unpredictable as well as crucial.
- ✓ Stress is the response of people to the unreasonable/excessive pressure or demands placed on them.
- ✓ **Stress is not always negative.**
- ✓ It may also bring out the best in individuals at times.
- ✓ It may induce an individual to discover innovative and smarter way of doing things.
- ✓ This **positive dimension** of stress is called as **enstress**.

- ✓ The term stress has a **negative implication** and this negative aspect of stress is termed as **distress**.
- ✓ For instance - When a subordinate is harassed or warned by his superior, unhappiness of unsuitable job, etc. We can say that “Stress causes some people to break, and other to break records.”

SYMPTOMS OF STRESS:

Some of the symptoms of stress at workplace are as follows-

- ✓ Absenteeism, escaping from work responsibilities, arriving late, leaving early, etc.
- ✓ Deterioration in work performance, more of error prone work, memory loss, etc.
- ✓ Cribbing, over-reacting, arguing, getting irritated, anxiety, etc.
- ✓ Deteriorating health, more of accidents, etc.
- ✓ Improper eating habits (over-eating or under-eating), excessive smoking and drinking, sleeplessness, etc.

It is thus very essential to have effective stress management strategies in an organization so that the detrimental repercussions of stress on the employees as well as their performance can be reduced and controlled.

SOURCES / CAUSES OF STRESS:

The factors leading to stress among individual are called as stressors. Some of the factors/stressors acting on employees are-

1. **Organizational factors:** With the growth in organizational stress and complexity, there is increase in organizational factors also which cause stress among employees. Some of such factors are-
 - ✓ Discrimination in pay/salary structure
 - ✓ Strict rules and regulations
 - ✓ Ineffective communication
 - ✓ Peer pressure
 - ✓ Goals conflicts/goals ambiguity
 - ✓ More of centralized and formal organization structure
 - ✓ Less promotional opportunities

- ✓ Lack of employees participation in decision-making
 - ✓ Excessive control over the employees by the managers
2. **Individual factors:** There are various expectations which the family members, peer, superior and subordinates have from the employee.
- ✓ Failure to understand such expectations or to convey such expectations lead to role ambiguity/role conflict which in turn causes employee stress.
 - ✓ Other individual factors causing stress among employees are inherent personality traits such as being impatient, aggressive, rigid, feeling time pressure always, etc.
 - ✓ Similarly, the family issues, personal financial problems, sudden career changes all lead to stress.
3. **Job concerning factors:** Certain factors related to job which cause stress among employees are as follows-
- ✓ Monotonous nature of job
 - ✓ Unsafe and unhealthy working conditions
 - ✓ Lack of confidentiality
 - ✓ Crowding
4. **Extra-organizational factors**
- ✓ There are certain issues outside the organization which lead to stress among employees.
 - ✓ In today's modern and technology savvy world, stress has increased.
 - ✓ **Inflation, technological change, social responsibilities and rapid social changes are other extra-organizational factors causing stress.**

STRATEGIES FOR MANAGING STRESS:

Stress experienced by the employees in their job has negative impact on their **health, performance** and their **behaviour** in the organization.

Thus, stress needs to be managed effectively so as to set off these harmful consequences.

Strategies for managing stress are as follows-

Organizational strategies for managing stress

1. Encouraging more of organizational communication with the employees so that there is no role ambiguity/conflict. Effective communication can also change employee views. Managers can use better signs and symbols which are not misinterpreted by the employees.
2. Encourage employees' participation in decision-making. This will reduce role stress.
3. Grant the employees greater independence, meaningful and timely feedback, and greater responsibility.
4. The organizational goals should be realistic, stimulating and particular. The employees must be given feedback on how well they are heading towards these goals.
5. Encourage decentralization.
6. Have a fair and just distribution of incentives and salary structure.
7. Promote job rotation and job enrichment.
8. Create a just and safe working environment.
9. Have effective hiring and orientation procedure.
10. Appreciate the employees on accomplishing and over-exceeding their targets.

Individual strategies for managing stress

1. The employees should make a "to-do" list daily, prioritize the acts in the list and plan the acts accordingly. Take regular breaks during work to relax you. By effective time management, the employees can achieve their targets timely and can meet work pressures and, thus, avoid stress.
2. Do hard work. Strive to achieve your goals but do not do it to the harm of family, health, or peer.
3. Indulge in physical exercises. It helps in effective blood circulation, keeps you fit, diverts mind from work pressures.
4. Encourage a healthy lifestyle. Take a regular sleep, have plenty of water, have healthy eating habits. Promote relaxation techniques such as yoga, listening music and meditation.
5. The employees should have optimistic approach about their work. They should avoid connections with negative approach employees.
6. The employees should have emotional intelligence at workplace. They should have self-awareness, self-confidence and self-control at workplace.

7. The employees should build social support. They should have close connections with trustworthy peer who can listen to their problems and boost their confidence level. This social network will help the employees to overcome stress.
8. Employee counselling is a very good strategy to overcome employee stress. Through counselling, employees can become aware of their strengths and how to develop those strengths; their weaknesses and how to eliminate them; and they can develop strategies for changing their behaviour. Employees are also given career counselling which helps in reducing their ambiguities with regard to career.
9. Find a fun way to release stress, such as, cracking jokes, playing tennis, golf, etc.
10. Do not remain pre-occupied with yourself. Turn your focus outwards. Help others. This will release some stress.

EMPLOYEE STRESS AND PERFORMANCE:

- ✓ **Employee Stress is negatively correlated to their work performance.**
- ✓ In short, more the level of stress, lower is the performance.
- ✓ It was conventionally perceived that reasonable levels of stress would boost the employees and improve their work performance.
- ✓ But this perception no longer holds true.
- ✓ Today it is believed that even a little bit of stress will inhibit employees' work performance.

This is due to:

- ✓ Even relatively slight stress distracts an employee.
- ✓ People facing stress concentrate more on the repulsive feelings and emotions rather than on the work/job at hand and consequently their work performance suffers.
- ✓ **Stress affects people's intellectual, emotional, and interpersonal functioning.**
- ✓ Extended or repeated exposure even to minor levels of stress may have detrimental effects on health and this might lower employee's work performance.

BUT THERE ARE CERTAIN EXCEPTIONS TO THE RULE THAT STRESS INTERFERES WITH WORK PERFORMANCE.

For instance, some people are at their best in times of calamity / crises.

- ✓ They meet the expectations and show remarkable performance at times of great stress.
- ✓ This may stem out from the fact that they have great expertise in the tasks being performed, making their variation/inflection as very high.
- ✓ People who have exceptional skills and competencies at a task may cognitively evaluate a possibly stressful scenario as a challenge and not as a threat.
- ✓ Thus, while concluding we can say that whether stress can spoil or increase performance is dependent on factors such as work complication, the skills and expertise of the employee in performing a task, personal traits of individuals/employees involved, etc.
- ✓ Organizations which encourage an open and honest communication develop an environment in which employees are less likely to be stressed out, enabling the employees to best utilize their abilities and skills and, thus, stimulating the employees work performance.

SIGNS OF WORK-RELATED STRESS:

Everyone reacts differently and your personality, ability to cope and how you respond to pressure may affect the symptoms you experience. However, there are some common signs of work-related stress to look out for.

- ✓ lack of confidence
- ✓ lack of concentration and productivity
- ✓ feeling negative
- ✓ increased sensitivity
- ✓ irritability or short-tempered
- ✓ mood swings
- ✓ sleeping more or less than usual
- ✓ increased or low appetite
- ✓ headaches
- ✓ aches and pains
- ✓ keeping to yourself or avoiding social situations

SELF-CARE TECHNIQUES:

As difficult as it may seem, if you're unhappy at work, it's important you take care of yourself. Try to recognise what's causing your stress at work, and deal with the situation.

- ✓ Ensure you maintain a balanced diet, drinking plenty of water.
- ✓ Try to get outside on your lunch break, take a moment to yourself.
- ✓ Work regular hours and take holiday days. Even if you feel overwhelmed with deadlines, it's important you take breaks. Overworking won't help.
- ✓ Maintain a healthy social life. Don't neglect your loved ones, as much as it may feel you're on your own, they care about you and want you to be happy.
- ✓ Stay active. Regular exercise can help reduce stress and help you feel good.
- ✓ Consider complementary therapies which promote relaxation, such as massage and aromatherapy.

COUNSELLING:

Counselling is the process of helping other persons to find solutions to their problems and anxieties.

The person carrying out counseling is known as counselor and the person being counselled is called counselee or client

EMPLOYEE COUNSELLING:

- ✓ Employee counselling is a method of understanding and helping individuals who have technical, personal and emotional adjustment problems interfering with their work performance.
- ✓ The personal adjustment of an employee is often improved when he is able to obtain information that he needs for reaching an intelligent solution to his problems or when he is able to express his feelings without fear of reprisal. Counselling is a sophisticated form of communication in which attempts are focused to maintain constructive attitudes.

This definition has three concept:

- ✓ Counselling deals with **emotional problems**.
- ✓ **Counselling involves discussion** i.e., it is an act of communication. Successful counselling depends on communication skills, primarily face- to-face, by which one person's emotions can be shared with another.
- ✓ **The general objective of counselling** is to understand and/or **decrease an employee's emotional disorder**. If two individuals merely discuss an emotional problem of either of them, a social relationship may be established, but hardly a counselling one, because intent is not there. For counselling to exist, an employee must be seeking an understanding or help and/or the other (known as counsellor) must be offering it.

WHY THERE SHOULD BE COUNSELLING AT WORK PLACES:

- ❖ Employees face through the stress of completing the targets, work-load, meeting deadlines, relations with subordinates or colleagues, lack of time and higher responsibility.
- ❖ Counselling helps the employees to come out from the problems, gives a new way to deal with the problems. Counselling shows how much the employer care for the employee.
- ❖ Counselling may help to identify the employee the work related problems and the poor performance.

BENEFITS OF COUNSELLING:

- ✓ Helps employees to tackle with the problems effectively
- ✓ Employees are able to sort their problems
- ✓ Helps in decision making
- ✓ A new way to look at the perspective.
- ✓ Prevent termination from employer or resignation from employee.
- ✓ Reduces the cost of hiring new employee and training new staff.
- ✓ Smooth coordination between employer and employee.
- ✓ There is also a need to identify the work related problems and the poor performance.
- ✓ There is a need to increase the productivity of employee and the confidence about the work.

EMPLOYEE COUNSELLING – QUALITIES AND ROLE NECESSARY FOR A COUNSELLOR

Qualities of a Counsellor:

1. Counsellor should be a morale booster for the employee
2. Counsellor should be unbiased and must never compare one employee with other employees
3. Counsellor should have warm manners and social etiquettes
4. He/she must be well versed in excellent communication skills
5. The counsellor should possess professional qualifications, experienced, maturity
6. Effective listening skill
7. Pleasing personality
8. Immense Patience
9. Compassionate approach
10. Non-judgmental towards a problem or an employee
11. Research-Oriented as counselling is an ever evolving profession
12. Empathetic and sympathetic towards the employees
13. Discrete outlook
14. Ever encouraging to employees to come forward for redressal.

The three basic ingredients of the process are:

- i. Communication
 - ii. Empowering, and
 - iii. Helping.
- I.** Communication involves receiving messages (listening), giving messages (responding), and giving feedback. The counsellor or the mentor does all these.
 - II.** The process of empowering enables the other person to exercise more autonomy, providing positive reinforcement so that the desirable behaviour is further strengthened and creates conditions in which the person is able to learn from the behaviour of the mentor.
 - III.** Finally, helping primarily involves identification of the developmental needs of the person being counselled so that he/she may be able to develop and increase his/her effectiveness.

Normally employee counselling involves the following types:

1. Directive Counselling,
2. Nondirective Counselling,
3. Cooperative Counselling,
4. Participative Counselling,

1. Directive Counselling:

- ✓ It is full counselling.
- ✓ It is the process of **listening to an employee's problem, deciding with the employee what should be done and telling and motivating the employee to do it.**
- ✓ This type of counselling mostly does the function of **advice, reassurance and communication.**
- ✓ It may also perform other functions of counselling.
- ✓ It centers on the counsellor.
- ✓ The counsellor, after hearing the problems of an employee, decides what should be done and gives advice and suggestion to him to resolve the problem.

2. Non-Directive Counselling:

- ✓ It is the process of skillfully listening to the emotional problems of an employee, understand him/her and determine the course of action to be adopted to resolve his problem.
- ✓ **It focuses on the counselee hence it is called 'client centered' counselling.**
- ✓ Professional counsellors usually adopt this method of counselling. The unique advantage of this type of counselling is its ability to cause the **employees reorientation.**
- ✓ The main stress is to 'change' the person instead of dealing with his immediate problem only.
- ✓ The non-directive counsellor deals with respect the person so affected. He takes the person as best to solve his own problems and he facilitates the person to reach his goal.
- ✓ In non-directive counselling, the employee is permitted to have maximum freedom in determining the course of the interview. It is the process of skillfully listening and encouraging a counselee to explain troublesome problems, understand them and determine appropriate solutions. Fundamentally, the approach is to listen, with understanding and without criticism or appraisal, to the problem as it is described by the employee.

3. Cooperative Counselling:

- ✓ Is the process in which both the counsellor and client mutually cooperate to solve the problems of the client.

- ✓ It is not neither wholly client centered nor wholly counsellor centered but it is centered both counsellor and client equally.
- ✓ It is defined as mutual discussion of an employee's emotional problem to set up conditions and plans of actions that will remedy it.
- ✓ This form of counselling appears to be more suitable to managerial attitude and temperament in our country.
- ✓ Among the three forms of counselling, the advice offered in directive counselling considers the surface crises; the nondirective counselling goes to the underlining cause, the real crisis that leads the employee to understand his problem. It is thus suggested that nondirective to counselling is, probably, the best among the three forms.
- ✓ In attempting to help an employee who has a problem, a variety of counselling approaches are used. All of these counselling approaches, however, depend on active listening. Sometimes the mere furnishing of information or advice may be the solution to what at first appeared to be a knotty problem.
- ✓ More frequently, however, the problem cannot be solved easily because of frustrations or conflicts that are accompanied by strong feelings such as fear, confusion, or hostility. A manager, therefore, needs to learn to use whatever approach appears to be suitable at the time.
- ✓ Flexibility is a key component of the employee counselling process.

4. Participative Counselling:

- ✓ Both directive and non-directive methods suffer from limitations.
- ✓ While the former is often not accepted by independent employees, the latter needs professionals to operate and hence is costly. Hence, the counselling used in most situations is in between these two. This middle path is known as participative counselling.
- ✓ Participative is a counsellor-counselee relationship that establishes a cooperative exchange of ideas to help solve an employee's problems.
- ✓ It is neither wholly counsellor centered nor wholly counselee-centered.
- ✓ Counsellor and counselee mutually apply their different knowledge, perceptions, skills, perspectives and values to problem into the problems and find solutions.
- ✓ "The Super-ego can be thought of as a type of conscience that punishes misbehaviour with feelings of guilt." For example – having extra-marital affairs.