

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

ANTECEDENTS OF EMPLOYEE RESISTANCE TO
CHANGE IN SOFTWARE COMPANIES

SU PAING SOE

EMBA II - 54

EMBA-16th BATCH

NOVEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**ANTECEDENTS OF EMPLOYEE RESISTANCE TO
CHANGE IN SOFTWARE COMPANIES**

SU PAING SOE

EMBA II - 54

EMBA-16th BATCH

NOVEMBER, 2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**ANTECEDENTS OF EMPLOYEE RESISTANCE TO
CHANGE IN SOFTWARE COMPANIES**

ACADEMIC YEAR (2017-2019)

Supervised By:

Daw Kay Thi Soe
Associate Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Su Paing Soe
EMBA II - 54
EMBA 16th Batch
2017 - 2019

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**ANTECEDENTS OF EMPLOYEE RESISTANCE TO
CHANGE IN SOFTWARE COMPANIES**

This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

Supervised By:

Daw Kay Thi Soe
Associate Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Su Paing Soe
EMBA II - 54
EMBA 16th Batch
2017 – 2019

ACCEPTANCE

This is to certify that the thesis entitled “Antecedents of Employee Resistance to Change in Software Companies” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Win

Rector

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

November, 2019

ABSTRACT

The main purpose of this study is to examine the antecedents of employee resistance to change and the relation of resistance to change with turnover intention of software engineers who are working in software companies of IT industry from Yangon. The primary data are gathered from 257 software engineers of 83 software companies with questionnaire which is designed with 5-point Likert. The secondary data was collected from previous papers, text books and website for this study. There are several different reasons that how resistance to change varies based on other organizational variables such as job stress, participation, communication, training, job insecurity and degree of trust in management. This study found that job stress and job insecurity have significantly and positively effect on employee resistance to change. Participation, communication and training are significantly and negatively effect on employee resistance to change. In this study, it is observed that employee resistance to change is directly effect on turnover intention. According to results of this study, software companies should create work environment that can reduce stress and ensure for employees' job security through good communication, participation, proper training for changes.

ACKNOWLEDGEMENTS

Firstly, I would like to respectfully express my regard and gratitude to Professor Dr Tin Win, Rector of Yangon University of Economics, for giving me an opportunity to submit thesis for EMBA degree. Secondly, my sincere gratitude to Dr. Nilar Myint Htoo, Pro-Rector of Yangon University of Economics for allowing me to undertake this thesis.

Secondly, I would like to present my great appreciation and respect to Professor Dr. Nu Nu Lwin, Head of Department of Management Studies and Program Director of Master of Business Administration Program, Professor Dr Myint Myint Kyi, Department of Management Studies and Professor Dr Hla Hla Mon, Department of Management Studies, for their kind permission to accomplish and constructive guidance for this thesis.

Thirdly, I would like to show my sincere regard and grateful to my supervisor, Associate Professor Daw Kay Thi Soe, for her close supervision, advice, feedback, encouragement and kind support to complete this thesis. Without having her valuable guideline, this thesis will not successfully finished.

In addition, I would like to special thanks to Daw Swe Swe Oo, Associate Professor, Department of Management Studies, Yangon University of Economics, for kind support for this thesis. I would also like to show my respect to all our professors, lectures and visiting lectures who are effort in knowledge sharing of MBA Programme during academic years.

Furthermore, I would like to thank to each respondents software engineers of the questionnaires for their favor and kind participation to complete this thesis.

Finally, I would like to express my gratitude to my family, colleagues and classmates from EMBA 16th Batch for their willingly support, continuous contribution and inspiration accorded to me during the study.

Su Paing Soe

EMBA II – 54

EMBA 16th Batch

TABLE OF CONTENTS

ABSTRACT		i
ACKNOWLEDGEMENTS		ii
TABLE OF CONTENTS		iii
LIST OF TABLES		v
LIST OF FIGURES		vi
LIST OF ABBREVIATIONS		vii
CHAPTER 1	INTRODUCTION	1
	1.1 Rationale of the Study	2
	1.2 Objectives of the Study	4
	1.3 Scope and Method of the Study	5
	1.4 Organization of the Study	5
CHAPTER 2	THEORETICAL BACKGROUND	6
	2.1 Organizational Change	6
	2.2 Types of Change in IT Industry	9
	2.3 Employee Resistance to Change	10
	2.4 Antecedents of Employee Resistance to Change	11
	2.5 Effects of Resistance to Change	17
	2.6 Previous Studies on Employee Resistance to Change and Turnover Intention	20
	2.7 Conceptual Framework of the Study	23
CHAPTER 3	ANTECEDENTS OF EMPLOYEE'S RESISTANCE TO CHANGE IN SOFTWARE COMPANIES	26
	3.1 Software Industry in Yangon	26

	3.2	Reliability Test of the Study	30
	3.3	Antecedents of Employee's Resistance to Change	31
CHAPTER 4		ANALYSIS ON ANTECEDENTS OF EMPLOYEE RESISTANCE TO CHANGE IN SOFTWARE COMPANIES	38
	4.1	Profile of Respondents	38
	4.2	Resistance to Change of Software Engineers	40
	4.3	Turnover Intention of Software Engineers	42
	4.4	Analysis on Antecedents of Employee Resistance to Change	43
	4.5	Analysis on Relationship between Resistances to Change and Turnover Intention	46
CHAPTER 5		CONCLUSION	49
	5.1	Findings and Discussions	49
	5.2	Suggestions and Recommendations	51
	5.3	Needs for Further Research	53
		REFERENCES	
		APPENDIX	

LIST OF TABLES

Table No.	Title	Page No.
Table 3.1	Reliability of the Survey Questionnaires	29
Table 3.2	Job Stress Cause of Change	30
Table 3.3	Participation	31
Table 3.4	Trust in Management	32
Table 3.5	Communication	33
Table 3.6	Training	34
Table 3.7	Job Insecurity	35
Table 4.1	Demographic Characteristics of Respondents	38
Table 4.2	Resistance to Change	40
Table 4.3	Turnover Intention	41
Table 4.4	Analysis of Antecedents of Resistance to Change	42
Table 4.5	Relation between Resistance to Change and Turnover Intention	45

LIST OF FIGURES

Figure No.	Title	Page No.
Figure 2.1	Job Stress and Trust in Management with Resistance to Change	21
Figure 2.2	Participation, Communication and Training with Resistance to Change	21
Figure 2.3	Job Insecurity with Resistance to Change	22
Figure 2.4	Conceptual Framework of this Study	23
Figure 4.1	Antecedents of Employee Resistance to Change	47

LIST OF ABBREVIATIONS

IT	Information Technology
ERP	Enterprise Solution
CEC	Continuing Education Credits
SPSS	Statistical Package for the Social Science

CHAPTER 1

INTRODUCTION

Change in organizations is commonly taking place in today's workplaces. Increasing technology leads to globalization, innovation, competition, a knowledgeable workforce, changing government laws and regulations, political events, and shifting social trends mean that organizations are faced with having to be more flexible and adaptable to environmental demands (Kotter & Schlesinger, 1979;). Global competition boost enforces on organizations, requiring from them specific changes to rapidly adapt to environments and quickly seize opportunities for development. As a result, organizations must evolve and be more agile. Both professionals and scientists acknowledge the organizational change to be the most effective strategy to deal with changing environments and to improve employee adjustment to change. For the organization to survive from rapid change, it is essential to implement successful change plans, processes and resources. Fundamentally, change is a natural and universal process of the world we live in and is never gone. To extend the ability and to achieve the strategic goals of the organization, change need to make within organization. However, sometimes changes do not necessarily contribute to the improvement of the organization. The outcome of the change might vary due to other various consideration factors, such as resistance to change.

Resistance is an actuality that affects the change process, interrupting or slowing down its beginning, making difficult or delaying its implementation, and increasing its change's cost. Employee resistance to change can impact the organization for employee's perception, interpretation issues, and defined strategic priorities, low motivation among the employees, and lack of creative response for changes. To deal with the resistance to change initiators is crucial for a successful change. Among on organizational changes fail due to the resistance to change shown by employees, as a result of dissatisfied functional interactions within the organization. Employees from organization are mainly responsible for implementation and executing change initiatives, and change progress or fail to depend on employee behavior. A lot of reasons given for why change can fail, but there is one issue that appears time after time: employee change resistance. The most frequently reported problem by management when implementing a change was employee resistance.

Thus, Employees reaction to organizational change is one of the important issues in change management studies. Resistance to change can be explained by many factors. One factors for employees to resist a change from job insecurity about the change. Communication about the nature and the consequences of the change, is related to resistance to change.

Resistance to change can happen damage to the organization as well as the employees. Resistance to change was also has significant negative effect on work-related outcomes of the employees. One of the important negative consequences of resistance to change is the intention to leave the organization willingly. Employees have intentionally turnover when they experience more resistance to change (Lapointe & Rivard,2005; Neves,2009;Oreg,2006;Wanberg & Banas 2000). When employees experience resistance to change, they are defeated by the change and develop more negative thoughts and feelings about their organization. Those results might increase intention to turnover (Burke et al., 2009; Oreg,2003). Employees who possess professional ability to get the job done, knowledge, and skills, tools and experiences for jobs, it is obvious that organizational changes cannot be achieved without employees' support and involvement. Employee' acceptance to change and commitment to change are the main factors for successful changes implementation. Effective change management should emphasize the importance of its employees and the way to minimize the resistant from employees. This study intends to increase more research on antecedents of employee resistance to change of software engineers from software companies of Yangon and how it is an impact to the turnover intention of employees.

1.1 Rationale of the Study

Whether it be regulatory, technological, or organizational, change has been a part of the industry from the very beginning. IT Industry is a very dynamic industry where technologies are always evolving and knows how in-demand “tech” skills are. Demand is, shifting every few years. Thereby, IT professionals are continually being challenged and encounter changes from internal or external of the organization to add value to their organizations. IT organizations are driven by an idea to help different customers from various industries such as products for the health industry, products for the education industry, products for the banking industry, etc. Meanwhile, employees are learning new skills and languages to remain relevant as new digital technologies change the manner IT

and related industries perform. A lot of change can happen in the IT industry than in other industries. Three types of change faced by the IT industry regularly. The first is challenge and opportunities that appear unannounced and unexpected changes. The second, IT professionals are most encounter with transitional changes that require to form to stay the business functions like making new products and services, implementing new technologies. Finally, the transformational change to drive and achieve for the organization such as implementing significant strategic, structure and cultural changes.

Change is obviously and constant in every organization of all industries, but employees have quickly become the most opponent of evolution. Organization change failed caused by resistance to change and turnover. Software is a system, which developed by software engineers for the use of the people. Software development is dependent on human processes, in which creative and innovative thinking of the human is central to the process. Industry producing software values and relies upon software engineers skills as a critical ingredient in the matrix of the development of software and human creativity depends on knowledge sharing. The rapid growth of technology and its increased use in businesses has led to an increase in multiple challenges and changes for the modern worker as compared to workers in the past. These challenges and changes create pressure on software professionals, and these pressures often become a source of resistance to change and led to turnover intention. Like any other industry the employee resistance to change in the development of software as well.

Resistance to change is an important, but under-examined characteristic that affects both employer and employee. As it relates to a variety of outcomes important to each party such as turnover, satisfaction, commitment, self-protective behaviors, and structure decline. There are many completely different reasons why employees have learned to resist change and have good reason to be better examine how resistance to change varies based on other organizational variables such as job stress, participation, communication, training, job insecurity, and degree of trust. Ratio could be an essential issue for organizations due to its associated prices and negative consequences, like losing productivity, decreasing organization profits, potential loss of valuable information, skills, and intellectual capital. Turnover may be a hidden value to the organizations and becomes a significant concern within the preparation of the organization's strategy. The objectives of this study are to identify the factors of resistance to change which relates to

software engineering and their impacts on the software engineers turnover intention in the software industry.

To create software application, professional human skills and technology are involved in software development life cycle. A software engineering need to support to create a quality of product by adopting the processes. Currently, working professionals' software engineer in the IT field are under impressive pressure and resistance to change which can occur cause changes for the software engineers. A software engineering could be a profession wherever engineers use the technical skills to develop code specific to the requirements, and demands and therefore the wants of the business and the customers. Resistance to change due to pressures exerted upon a person from organizational considerations and demands. Related to it there is another concept of resistance to change, which is a factor introducing negative feelings of turnover intention in the people. Studies have shown the negative feelings caused by resistance to change can impact upon software engineers. It is extremely fascinating to conduct an empirical study on "antecedents of employee resistance to change in software companies". The task of this study is to look at the antecedents of resistance to change and their effects on software engineer's turnover intention based on software industrial. For conducting this study, questionnaire are developed based on antecedents of employee resistance to change. Statistical analyses performed through SPSS tool.

1.2 Objectives of the Study

According to previous studies, there have some factors influence employee resistance to organizational change. The purpose of this study is to research the causes of resistance to change and how resistance to change relationship with negative consequences, turnover intention of software engineers from Information Technology industry of Yangon. The analysis arrange to explore the following areas as a systematic way to rationalize the value of this study:

1. To examine the antecedents of employee resistance to change in software companies
2. To analysis relationship between employee resistance to change and turnover intention in software companies

1.3 Scope and Method of the Study

In this study, information technology industry in Yangon chosen to be carried out to examine antecedents of employee resistance to change and to analysis relationship between resistance to change and turnover intention. This study focused on software engineers from software companies in Yangon. The survey data regarding with antecedents factors of employee resistance to change collected with structured questionnaires with five points Likert scale from software engineers of software companies in Yangon. Sample size proposed for the study is 377 software engineers based on the total population around 20,000 who are working in 83 software companies of Yangon with by using Rao soft sample calculator. However, respondents of reply survey data are 257 software engineers. Survey periods is started from April and took around four months. This survey used Systematic Sampling Method and Regression Model. Secondary data collected from relevant websites, research paper, text books, reference books and official publications. Other factors like how to manage resistance to change and positive outcome of resistance to change such as employee engagement, job satisfaction relating to change are ignored.

1.4 Organization of the Study

This study mainly focused and divided five different chapters. Chapter (1) represents introduction of the study, and it includes rationale of the study, objective of the study, scope and method of the study and organization of the study to be discussed. Chapter (2) is about theoretical background concerned with type of change that happened in organizations and resistance of the employee to those changes and explorers antecedents factors of employees resistance to change of software engineers who are encountered changes in organization and how each of factor related with the turnover intention by concentrate on developing the conceptual framework. Chapter (3) described the background and nature of software companies of Yangon. Chapter (4) represents the method of research, sampling procedure and method of data collection, the research instrument and analytical tools discussed in full detail. Then, the results obtained from examining causes of resistance, which have an impact on turnover intention of software engineers. In Chapter (5), details description for the findings and discussions, suggestions and recommendations and also need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

The aim of this chapter is to present relevant theories and literature review to support this study and to provide a conceptual framework regarding employee resistance to change and relationship with turnover intention. The chapter begins with a discussion of definitions, and type of organizational change, types of change in software companies, employee resistance to change and list antecedent of employee resistance to change.

2.1 Organizational Change

An organization is a batch of employees who work along to attain individual and structure goals. An organizational change is an active reformation aimed at creating greater corporate competitiveness (Yu, 2009). It may be emerging application of new technologies, a strategic movement, production lines restructuring, corporate linking or merging with partner business, restructuring of sales departments, and an attempt to optimize corporate culture, or it is change in working conditions or change of managers. Organizational change as an empirical observation in a corporation entity of variations in form, quality or state over time when the deliberate introduction of recent ways of thinking, acting and operational. Many factors to consider in managing business change - whether the planning of changes are minor or major. The first step in managing employee through change is to identify the type of changes which are making to the business. This step can support you to decide the way to set up your change process and employee effectively.

The types of organizational change are varied factors that will force companies to create these organizational changes. Many factors affect the need for change. These might vary from social trends, a weakened economy, nature, restrictive forces, technology or perhaps political reasons.

(1) Developmental Change

Developmental changes can make to improve current business procedures. As long because the organization keep employees well-informed of changes, and provide

them the coaching they have to implement process improvements, they should experience little stress from development change. Change can also be developmental to create a successful situation even additional successful; as an example, expand services for quantity of consumers served, or manufacture similar successful products or services. The developmental change will be stepped to making further changes to the business that will help to meet the market demand.

(2) Incremental Change

Incremental change is to make small adjustments toward a targeted result. In the business, the fact of making an incremental change does not have a significant impact on the existing structures or alter current methods. Incremental change may include continuous improvement as a quality management method or implementation of software system or computer system to extend efficiencies. Many times, organization's experience incremental change, and its leaders do not recognize the different.

(3) Transitional Change

Transitional changes are implemented to replace existing processes with new processes. Transitional change is more challenging to implement changes and can increase employees' resistance and discomfort. The transitional change included experiencing corporate restructures, mergers or acquisitions, creating new products or services, offering new services to customers by implementing new technology. When making the transitional changes, organization need to clearly communicate the impacts and benefits and foresee because of changes, reinforce to employees that their jobs are secure, capture the views and participation of employees in making changes, regularly update employees on the step's organization are taking to support them through the change and train them in new systems implementation.

(4) Transformational Change

Transformational changes can try to complete reshape business strategy and processes of the organization, often resulting in a shift in the organizational culture. Transformational change can generate fear of employees, doubt and job insecurity in

employees, and those are need to manage very well. Maturing digital businesses are targeted on integrating digital technologies, like social, mobile, analytics and cloud, within the service of reworking however their companies work to avoid sudden competition and dramatic reductions in revenue, reforming product and repair.

(5) Subsystem Change

Subsystem change may include the addition or removal of a product or service, reorganization of a particular department, or implementation of a process to deliver products or services.

(6) Remedial Change

Remedial change may be meant to remedy current situations, for instance, to boost the poor quality and performance of a product or the entire organization, scale back bottleneck within the work, and help the organization to become far more proactive rather instead of reactive, or address giant budget deficits. Remedial projects usually appeared more focused and urgent as a result of they are sending a current, major downside.

(7) Reactive Change

Reactive or unplanned change typically happens because of a serious, unforeseen surprise to the organization, that causes its members to reply in a extremely responsive and upset fashion. Reactive or unplanned change may arise once the leader suddenly leaves the organization, vital public relations issues occur, poor product performance quickly leads to the loss of customers, or alternative turbulent situations arise.

(8) Proactive Change

Proactive or planned change is happened once leaders within the organization acknowledge the necessity for a serious change, and proactively organize a thought to accomplish the transformation changes for organization. Planned change occurs with the successful implementation of a strategic plan, plan reorganization, or another implementation magnitude of a change. Change that well-done planned and even though

based on a proactive, often does not occur in a highly organized manner. Instead, planned change intends to occur in more of a chaotic and disruptive fashion than expected by the participants or stakeholders.

Change in organizations is really the daily process for today. Nowadays, organizations are forced to operate in dramatically dynamic environments and can happen to employees who undergo high pressure to change fundamentally the way they do business. Change in organizations does not happen itself cause of identity new political or update, country economic, social with stakeholders, technological and ecological factors as comprising the external environment that presents the organization with opportunities, threats, and constraints according to Johnson and Scholes (2002). These factors produce and put forces at both the public and private organizations to alter permanently existing strategy, organization structure, procedures and policies, technology and practices. The aim of organizational change is an adaptation and surviving of the environment to improve its performance.

2.2 Types of Change in Information Technology Industry

Every IT landscape must change over time. Old technologies need to be replaced the cause of emerging new technologies, while existing solutions require upgrades to address more onerous regulations. In the end, IT has to roll out new solutions to fulfill business demands and trends. As the digital age transforms in many industries, the rate of change and speed are ever-increasing and challenging for IT to manage. The information technology industry, IT professionals need to embrace the speed that the industry is now working to by planning to transform their organizations for the better consciously. It seems that recently, there has been a remarkable confluence of significant changes to the way that organizations work and do business. They want to make decisions, execute and implementation on their plans faster than ever before. The moving towards mobile tend and flexible working process is now in full effect and measurable benefits, and with the shift to the cloud-based pace, how people are working is changing rapidly and the rate of technology-driven change is showing no sign of slowing down. Changes in technology, changes in the needs of customers, suppliers, new laws or government regulations, or new competitors in the industry.

An Important change, threats, events of technological improvement are all examples of areas of change that IT departments of every organization needs to be aware of but are they are challenging to be able to predict. To remain survived, organizations of IT industry such software companies, need to be able to adapt and deliberately build systems and processes. Some of the organization changes in IT companies are various. Some are high risk and a high impact change that could interrupt live production environments if not appropriately planned. It requires a detailed proposal on cost-benefit, risk-impact analysis and financial implications if any. Examples of significant change include migration from one data center to another, replacing an existing enterprise solution (ERP) with new. Some are low risk and low impact change that is predefined and pre-approved. Standard changes are periodically changes that follow standard operating procedures. Examples include an Operating System upgrade, patch deployment in IT organization. Non-trivial change that has low impact and low risk but does not occur frequently but this undergoes every stage of change lifecycle. Examples include website changes, performance improvement for inferior performance product or services in IT companies.

2.3 Employee Resistance to Change

To stable with a complex and changing environment, organizations seeking to find new and more efficient ways to conduct their business and strategies. The capability to manage change has become a key determinant of competitive advantage and hyper survival competition, and, therefore, industries have to be compelled to adopt and utilize new processes, technologies and innovations which will modify them to attain their goals. The ability to conduct and cope with organizational change is especially important in software companies and software development process, where rapid changes which come from various stakeholders in the influential technologies, the difficulty of settling requirements up-front, the inherent flexibility of software, robustness and constantly evolving and ever changing methodologies produce a turbulent environment. The employees in software engineering organizations are frequently exposed to organizational change, which is a important source of stress and insecurity. Cause of the increasing contemporary need for organizational change, more and more researchers investigate the concept of “resistance to change” of employees from the organization.

Resistance to change described by Yu (2008), people express their denial to cooperate and refuse to adapt to the new approach of thinking or acting. Resistance can be intentional, negligent, concealed or direct. In addition, resistance results coming from various feelings like fear and job stress, it can also be experienced passively. Employee resistance becomes a prime reason why most of the organization's change did not succeed or get implemented (Durbin, and Ireland, 1993). Employees' resistance becomes specific implications for management, also employee's engagement involved an essential role in the success of firm's change and that why it is a crucial factor that need to consider during an organizational change program. Resistance in organizations can occur at two distinct levels, corporate and individual level, according to Johnson and Scholes (1998). Organizations level can also consider resistance factors which are similar to individual's level when faced with the need to change. Relationships between employees, leaders, Adaption for technology and process are high complexity in the organization. Prior interaction, organizational behavior, culture and performance are emerging. Properties and behaviors which emergent from change are tightly linked as internal.

Organizational resistance to change can easily give rise to an individual resistance to change and vice versa. Reinforcing by themselves increasing resistance can develop in the organization if individuals create an environment for resistance to change. Environment emergent from an individual can encourages to increase resistance to change among individual employees of the organization. The organization is made up of a network of regular normal processes. Organization need to understand those internal organizational dynamics is a prerequisite for leading effective change processes. Even though consider that how widespread or systemic change is in organizations, ultimately, it should be personal. Resistance to change frequently occurs during change implementation as a response from employees and stakeholders to an interpersonal or organizational changes that has the potential of personal and family life impacts. The positive reaction can be supportive of organization change and yield for its success, while negative reaction can undermine or damage planned change described by (Schalk and Campbell, 1998).

2.4 Antecedents of Employee Resistance to Change

The study of cause or antecedents of employees' resistance is very crucial as it plays a significant role in solutions and implementation of different measures to overcome resistance and its resulting problems. According to Mintzberg (1998), "the cure might actually prove to be just more of the cause". Moreover, different researcher tries to find significant causes of employee's, resistance to change to make a successful organizational change and want to do a lot of work correctly by dealing with the symptoms of resistance. These major causes will lead organizations to solve the right problem, which is causing resistance to change. One or more of the reasons can invite the change to severe opposition from employees of organization. As the consequences of employees' resistance are very important, it is difficult to reveal resistance for the organization and the change program. The consequences of employee's resistance to change range from; slowdown of the change and go up the cost by (Bryant, 2006), less productivity and fail outcome, employee's corruption cause of resistance, demand change highly for employees' turnover, disturbance and get trouble in change program, failure of change program, and in extreme situation it can lead the organization to destabilization and breakdown according to (Coetsee, 1999; Coch and French, 1948). Organizations can face the above problems during the change process due to employees' resistance.

Resistance to change might be channeled more constructively to valuable employees' passion. It can be improving the change plan by utilizing rather than overcoming by (Waddell and Sohal Amrik 1998). However, the employees' resistance results more destructively as mentioned above, beyond a certain initial level. Individual resistance raised due to factors like uncertainty, insecurity, surprise, conflicts between employees or jobs responsibilities, and lack of communication (Kreitner, 1992). Kotter and Schlesinger (1979), explained their perceptions that there are four major reasons why people resist change. Firstly, the fear of losing from something of value. The second one that misunderstanding or mistrusting the change and its implications. Third, employee's belief s that the different is of little or no use at all. Finally, tolerance of change resistance of organization low tolerance for change exists in the organization. In these cases, the factors of resistance can be found in both personality and environment. They further argue that if tolerance of an employee or organization is low for change, the increased ambiguity will raise as a result of having performed their job differently would likely cause of resistance to the new way for doing things.

According to De Jager (2001), employees resist change because they have to learn something new. Most of the cases, there are the benefits of the new process, fear of the unknown and without the ability to adapt to it. According to Greenberg and Baron (2002), there is a gap between primary and secondary causes of resistance. The main sources of resistance for change have detrimental effects on the work conditions and are perceived as being directly linked to the content of change. Secondary causes of resistance are directly or indirectly the implementation of the change. Examples of secondary causes of employee resistance include lack of time for management, resources, competencies, and absence of a clear and valid plan to implement change process. Various factors influence the management of change in an organization while implementation of change. Some of these factors have been identified as participation, communication, attitude, training, organizational culture and the organizational system.

2.4.1 Job Stress

Any change causes stress. Job stress is that the response individuals might have once presented with work demands and pressures that don't seem to be matched to their knowledge and talents and that challenge their ability to cope. Job stress happens in different forms. Job stress-related hazards at work can be divided into work content and work context. Job content is like conflicting roles, interpersonal relationships like, too much or too little to do, work under time pressure, unpredictable, badly designed shift systems and participation and control like lack of participation in decision-making, lack of management over work processes, pace, hours, methods, and therefore the work atmosphere. And, job context like career development, pay, job insecurity, lack of promotion opportunities, unclear or unfair performance analysis systems, poor communication, and poor leadership, lack of clarity regarding organizational objectives, structures and techniques. Most of the people that they feel like they have no control at work are most likely to get stress. Uncertainty about work roles and their duties, how their job might be changing, or the goals of their department or company can lead to stress. Increased responsibility in job is stressful. Employees can get more stressed if employees have too much work to do and employees can't say no to new tasks. Caused by organizational changes, it may create a negative attitude, thus becoming a factor, which mounts the resistance to change (Vakola et al., 2005).

2.4.2 Participation

The amount of direct involvement that an individual has in the change process can be thought as an employee's level of participation. In a more formal definition, participation can be viewed as a conscious effort by higher-level individual, allowing a lower-level individual greater voice in organizational performance. Participation can be viewed as the individual's direct involvement in the change process. Individual participation in change has a positive impact on outcomes (Lines, 2004). Lines further explained that this impact directly modifies an individual's attitudes toward resisting change. The average employee spends very little time in the participation process. It is, however, generally accepted that involvement in the change process leads to better results (Coch & French, 1948). This can be by simply understanding what is going on or what is expected of the individual throughout the change. An individual employee feels that they are in control the more likely they are to participate and accept a change. Bandura (1986) viewed this link between efforts and outcomes that if an individual has a higher participation level regarding a change, then they are less likely to be resistant to the change. A sense of ownership in the process plays a pivotal role in the success of the change process. There is a negative relationship between participation and resistance toward change, it is important to note that the additional antecedents of resistance to change requires it to be reevaluated (Lines, 2004). The degree of participation during the change implementation process is a directly negative relationship to resistance to change.

2.4.3 Communication

The way of communicating with employees and the amount of information employees can gather is of great importance for employees' attitudes towards change and the level of resistance to change. According to Oreg (2006), providing too little or too much information has detrimental effects on employees' resistance to change. Providing employees with more information about the change will not always lead to more acceptance. This is due to the content of the information; people resist changing because they have the feeling that they lose something of value. Providing a lot of information is especially helpful to employees for changes when employees are unfamiliar with the proposed changes. Therefore, it is key to make clear to employees that they do not lose something, or that something better is yet to come according to changes. Kotter (1995)

emphasized the importance of good communication with the use of all possible information channels. Both informal and formal communication are important.

Another necessary trait to reduce resistance to change is to communicate a clear mission, vision and goal with the employees. This works in two ways. First, a mission provides purpose and meaning regarding with changes. By providing relevant information to corresponding employees why this change is necessary, should be the change be justified for the employees. Second, it provides an appropriate course of action for the members of the organization as a training, which helps employees by reducing the feeling of uncertainty employee's experience (Schweiger & DeNisi, 1991). When people are insecure for job or see new opportunities, they look at behaviors and interpretations of others to identify themselves. Hence, communication of the desired behavior is desirable in making a change successfully implemented. Therefore, the timeframe of change is very important and has to communicate well.

2.4.4 Trust in Management

Trust in organizations and management shows a positive link between the members and the organization and promotes collaboration, sharing creativity and innovations. When employees have confidence, they will increase interest in their career, try to adopt a positive viewpoint on matters, and more easily accept changes without resistance. The employee will do better victory effort to accomplish the tasks. Organizations have found to face major resistance to vary when the bonds of trust have not been managed or are broken by some act. An organization must have a practice for "support and freedom from threat" to allow effective change. Coach and French (1948) found that employees, who expressed high levels of resistance in changing, also considered that low levels of trust in management. They concluded that an increase in trust management will reduce the levels of resistance to change. Employee trust in management includes questions for credibility, reliability, and sincerity. Employees long-faced with change and deal with alter problems like potential loss of standing, concern of the unknown consequences of change, and also the inability to specific issues. If employees did not trust in management, they will resist potential changes which are derived from management. The lack of trust in management lead as a factor that increased the employee's resistance to change levels.

2.4.5 Training

Both management and general employee observed that some of the employees were resisting change due to inadequate education on the change process and lack of proper training in areas targeted for change. Training was essential for the implementation of change if the various change initiatives were to be successfully undertaken. A decision made from management is to use the consultants spearheading the various change efforts to train employees. Trainings increase employee's competency and performance by influencing their knowledge, skill and attitude. However, organizational support for training, opportunity to perform, guided reflection and motivational factors all can influence effectiveness. Continuous trainings assists employees in keeping up and adjust to the change process, address emerging issues, keep employees on the track and motivate them. Change-oriented trainings can create this behavior and competency. Proper making and relevant skills, knowledge and attitude are issues that should be addressed through change-oriented trainings. In order to successfully make the transition from the old to the new way of working, employees were expected to develop new skills to access changes and not to resist the cause of skills. Training is high among the strategies they used to manage employee resistance towards change.

2.4.6 Job Insecurity

Job insecurity can be determined as an employee's reaction or an overall concern that his or her job is at risk or that an employee is properly going to face involuntary job loss in the near future. Bakker (2003, 2005) argue that job insecurity is likely to lead to stress, whereas perceived lack of job control because of job insecurity is likely to be experienced as lack of resources, which will together result in withdrawal behavior and negative attitudes, like resistance to change. Dent and Goldberg (1999) have considered the threat to job security as a cause of resistance to change and must be seen as a subjective phenomenon based on the employee's appraisal of uncertainties in the immediate work environment. Very often, job insecurity includes feelings of helplessness to retain the desired job continuity. Job insecurity is also defined as insecurity concerning the continuation of valued aspects of the job, for example, pay, working hours, colleagues and the job content (e.g. autonomy, responsibility), lack of career opportunities, and decreasing salary development (De Witte, 2005). Job insecurity often related to

decreasing in performance and a decline in organizational behaviors. Additionally, job insecurity is likely to increase the employee's intention to leave the company. Different studies confirm the positive relationship between job insecurity and resistance to change (Greenhalgh & Rosenblatt & Ruvio, 1996).

2.5 Effects of Resistance to Change

Employee resistance to change are associated with a positive outcome such as an employee's job satisfaction, organizational commitment, and related to a negative outcome such as the intention to exit from the organization.

2.5.1 Positive Work Outcomes

Resistance to change affects various work outcome measures. With these measures, the successfulness of the implementation of the change can be made clear. Work engagement, organizational commitment, job satisfaction and performance are used as positive outcome variables. Work engagement can be seen as a positive, fulfilling, working-related state of mind from employees that is characterized and organized by vigor, dedication, and absorption. Organizational commitment can be explained as the willingness to exert considerable effort on behalf of the organization and the desire to maintain membership in the organization, combined with a strong belief in the goals and values of the organization. Acceptance of employee for organizational change is increased based on organizational commitment. Job satisfaction means which employees are satisfied with their job. Oreg (2006) stated that resistance to change correlates with work-related outcomes, as, among others, mostly related with job satisfaction. Job satisfaction is strongly related to employee's attitudes and therefore expected to be affected by employee's resistance to change levels. Performance means that as those outcomes and behaviors that directly serve the objectives of the organization. Employees who have low levels of resistance to change, are more motivated and willing to engage in change-related behaviors to make the change successful, than employees with high change resistance.

2.5.2 Negative Work Outcome

Rather than just the positive outcomes, also negative outcomes can be considered to resistance to change. Related with resistance to change, it is expected that employees' with high resistance towards change are unsatisfied with, and uncommitted to the implemented change, and therefore they are a lot of seemingly to indicate harmful work behavior, to be frequently absent and to quit. These are often the result of tighter economic resources, technological changes, and a shift to knowledge-based economy, all aspects necessary for organizational survival and a competitive advantage (Ployhart & Bliese, 2006). Unless there are compelling reasons for a change, employees generally do not support change (Cummings & Worley, Turnover intention Job satisfaction Resistance to change Emotion regulation strategies 2009; Lorenzi & Riley, 2000). Resistance to change can be explained by many factors. One factor for employees to resist an amendment stems from feelings of insecurity and uncertainty about the change. Employees are not sure what the future brings and what the consequences will be for themselves (Bordia, Hunt, Paulsen, Tourish, & DiFonzo, 2004).

Further, people have purpose to hear and memorize negative and potentially threatening information more and better. Consequently, employees might produce a selective, negative perception of the change (Cummings & Worley, 2009). Misunderstanding about the nature and the consequences of the change, is related to resistance to change. Where employees have a lot of negative perception, they will be more resistant to change due to a misunderstanding (Kotter & Schlesinger, 2008). Piderit (2000) recognized that there are three different underlying dimensions in the definitions of resistance to change: A behavioral, cognitive, and affective dimension. (Oreg, 2006) describe that the behavioral dimension is related to reacting to a change by taking actions in a specific way, or by having the intention to do something about the changes. More focused on an individual's belief and thoughts about the change by cognitive dimension of resistance to change according to (Oreg, 2006; Piderit, 2000). In contract, resistance to change is can considered as a set of negative responses to change (Piderit, 2000). Resistance to change causes injury to the organization moreover the individual employee.

Resistance to change is considered one of the most important causes of failure in the implementation of changes in organization according to (Kotter & Schlesinger, 2008; Piderit, 2000; Strebel, 1996). Resistance to change has additionally negative implications

for work-related outcomes of the employees. One important consequence of resistance to change is that the intention to go away the organization voluntarily. Employees have a stronger tendency to turnover when they have experience more resistance to change (Lapointe & Rivard, 2005; Neves, 2009; Oreg, 2006; Wanberg & Banas, 2000). When employees experience resistance to change, they are annoyed by the change and develop additional negative thoughts and feelings concern their organization. This might result in lowered motivation to work for the organization and an increased intention to turnover (Burke et al., 2009; Oreg, 2003). In this study, explore the relationship between negative outcome of employee resistance to change as turnover intention and change.

2.5.3 Turnover Intention

Employee turnover is an issue that organizations have considered for a long time and serious issue, especially today. Employee turnover is usually outlined because the combined range of employees that leave an organization in a certain time period and the turnover rate is the total range of employees that leave the organization to the total number of employees inside the organization, typically measured over one year. Employee turnover often becomes a major concern in the preparation of the organization's strategy. Additionally to the loss within the sort of fee, the organization can also get alternative losses, like pressure or heavier burden on other employees (Perez, 2008). The abstract definition for turnover intention is that the relative strength of a personality's intent to leave the organization. Turnover has an effect over the organization's prices concerning enlisting and choice, personnel method and induction, coaching of latest personnel and especially, loss of information gained by the employees whereas on job. Additionally, it results in understaffing, which in turn leads to decrease effectiveness and productivity of the remaining staff.

2.5.4 Relation between Resistance to Change and Turnover Intention

Change is an inevitable a part of the business. While some are able to manage change easily, for others, it may be a harder process to deal with. In fact, some employees may resist the process, and their resistance to the change process can have negative effects on the organization or business. Unless there are proper reasons for a change,

employees generally do not support change (Cummings & Worley, 2009; Lorenzi & Riley, 2000) and can occur resistance to change. Resistance to change can be explained by many factors. One factor for employees to resist a change stems from feelings of job insecurity and uncertainty about the change. Employees are not sure what the future brings and what the consequences will be for themselves (Bordia, Hunt, Paulsen, Tourish, & DiFonzo, 2004). Resistance to change has negative implications for work-related outcomes of the employees. One important consequence of resistance to change is the intention to leave the organization voluntarily. Employees have a stronger tendency to turnover when they experience more resistance to change (Oreg 2006; Wanberg & Banas, 2000).

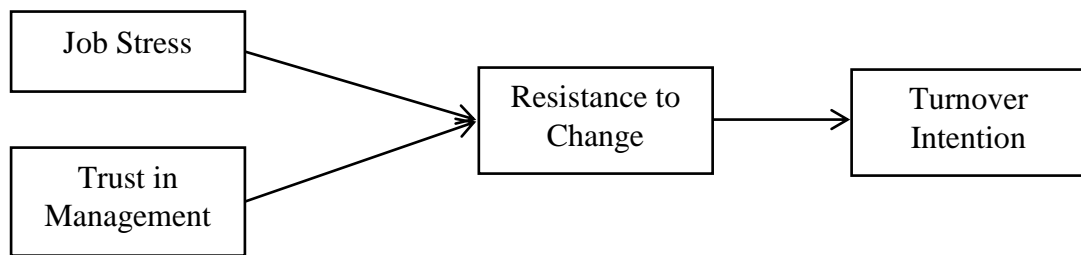
Employees who went through an organizational change had higher turnover intentions. The relation between resistance to change and turnover intention is mediated by coping with change. To control and reduce turnover intention, internal good communication, good participation within employees, and well training provide to employees, works hours need to be finely tuned and the workload needs to be manageable. In relation to resistance to change, it is expected that employee's with high resistance towards change are under pressures, insecure, lack of control in work or process, without participation in decision making and not provide necessary knowledge and skills for changes and therefore they are more likely to show counterproductive work behavior, to be frequently absent and to quit.

2.6 Previous Studies on Employee Resistance to Change and Turnover Intention

The conceptual framework is built from previous papers and created as own compilation. This study, focused on the antecedents of employee resistance to change and the relation between the resistance to change and turnover intention. Regarding with job stress and trust in management effect on resistance to change and how resistance to change affect resignation intention are studied at "Factors Affecting Employee's Attitudes and Tendency to Resign Caused by Organization change" of Huynh Thi & Cao Hao Thi (2013) which is based on Vakola et.al.(2005) and Yu(2009). This study aims at evaluating factors where organizational changes take place. This study analyzed how acceptance of change or resistance to change affects resignation intention, allows the influential factors on employee's attitudes, including perception of change, organizational commitment and

employee's trust, to be identified. The questionnaire has been sent to the employees working in organizations that have carried out a certain number of such changes as in structures, cultures, processes, policies, managers, work positions etc within city. In Figure (2.1), job stress and trust in management with resistance to change conceptual framework is shown.

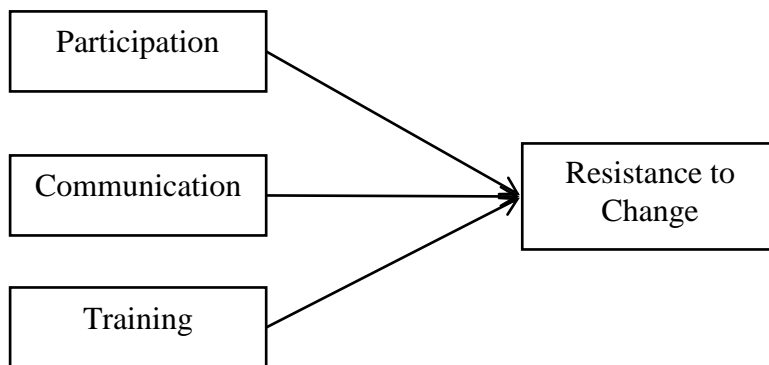
Figure (2.1): Job Stress and Trust in Management with Resistance to Change



Source: Huyhn, T. T., and CAO, H. T., (2013), *Factors Affecting Employees' Attitudes and Tendency to Resign Caused by Organizational Change, Vietnam*

Participation, communication and training affect to resistance to change studied at “Factors Affecting Resistance To Change: A Case Study of Two North Texas Police Department” of Thomas Kent Gaylor (2011). This study focused on four common factors believed to affect resistance to change in public organizations. It contributes to existing literature by examining the effect of training and trust on the police officer's level of resistance to change and the effects of participation and communication. Respondents 286 police officers from two north Texas towns asked to the survey. Training is also affect to resistance to change studied at are source from “Dent, E & Glodberg, S. (1999).Challenging Resistance to Change, Journal of Applied Behavioral Sciences March. Their conceptual framework is shown in Figure (2.2).

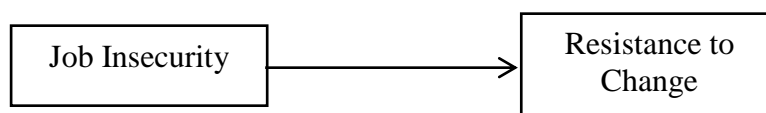
Figure (2.2): Participation, Communication and Training with Resistance to Change



Source: Gaylor, T. K., (2001), *Factors Affecting Resistance To Change: A Case Study Of Two North Texas Police Departments*, Texas

Job insecurity is also affect to resistance to change are studied at "The relationship between job insecurity and resistance to change" of Ajla Zejnelagic (2017). This study examined the relationship between job insecurity and resistance to change and the mediating role of hindrance appraisal. Job insecurity was hypothesized to be positively related to resistance to change and hindrance appraisal was hypothesized to mediate this relationship. The sample consisted of 153 employees working in four different organization in the Netherlands. All four organizations are undergoing organizational change or have experienced organizational change. Conceptual framework of job insecurity with resistance to change is shown in Figure (2.3).

Figure (2.3): Job Insecurity with Resistance to Change



Source: Ajla Zejnelagic., (June 2017), *The relationship between job insecurity and resistance to change: The mediating role of hindrance appraisal and the moderating role of Age*, Netherlands

The previous studies unveiled that job stress and job insecurity are positively related with resistance to change. Participation, communication, trust in management and training are negatively related with resistance to change and happened turnover intention

as a negative consequence. For this study, job stress, participation, trust in management, communication, training and job insecurity are conducted as antecedents of employee resistance to change and focused on relation between resistance to change and turnover intention.

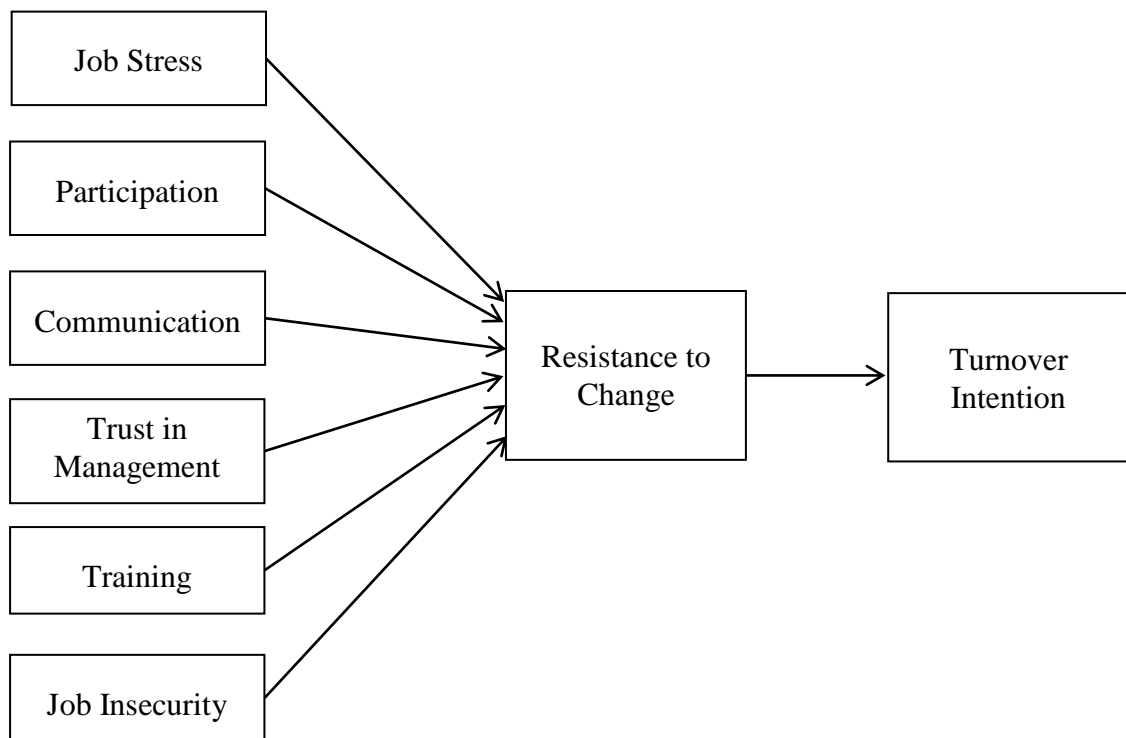
2.7 Conceptual Framework of the Study

In order to achieve this study, goal are consider for primary antecedents of the employee to resist change in the change process of software engineers of IT industry, the nature of the relationship between these antecedents and resistance to change and finding the relation between turnover intention which is a negative outcome of resistance to change. In this study, a change resistance model is introduced that provides specific influences behind the change process. The constructs of job stress, participation, communication, trust in management, training and job insecurity are used to explain the antecedents to resistance. The construct is then examined to determine which factors are strongly related to resistance to change of software engineers from software companies of IT industry in Yangon. In previous papers, Lines (2004) successfully hypothesized that, there is a negative relationship between participation and resistance to change. The level of participation in the change process is hypothesized to have a direct negative relationship, to resistance to change.

It is important to note that communication during a time of change, there is a hunger for new information. This make it important to deliver regular updates even when there may be no specific update to pass on. The need for communication flow in both directions, as well as does the need for feedback, which is equally important. Ashford and Cummings (1983) noted that improved feedback performance, reduced uncertainty, enhanced self-image, and managed self-presented goals. By allowing communication in both directions during a change, the likelihood of a misunderstanding taking place is severely reduced. This use of clear communication allows the change process to take place much more smoothly and helps reduce resistance. Lewis et al. (2006) found that communication is a vital player in the resistance model. In this model of resistance to change, it is predicted that for every decrease in communication regarding the change process will be an increase in resistance as the following hypothesis: Communication regarding the change will be negatively related to employee's resistance to change.

Vakola et.al. (2005) studies the relationship between job stress and resistance to change. The authors noted that stress increases resistance to change and resignation intentions. Therefore, the proposed hypothesis: Job stress during change positively affects the employee's resistance to change. Trust in management related to resistance to change as the following hypothesis: Trust in management positively related employee's resistance to change. According to Bakker and his colleagues (2003, 2005), job insecurity is a job demand that is likely to lead to stress where lack of resources, like perceived lack of job control because of job insecurity, is likely to result resistance to change.

Figure (2.4): Conceptual Framework of this Study



Source: Own compilation, 2019

Different studies confirm the positive relationship between job insecurity and resistance to change (Greenhalgh & Rosenblatt, 1984; Noer, 1993; Rosenblatt & Ruvio, 1996). Based on findings, job insecurity is positively related to resistance to change. Kreitner (1992) finding that training is negatively related with resistance to change. Employees need such as training, support for change to learn how things could be done

better, and then expecting the managers to implement the ideas and opportunities they identify (Dent & Goldberg 1999). Employee is resistance to change due to inadequate education on the change process and also lack of proper training in the target area. The proposed relationships are summarized in the conceptual framework, which is presented in Figure (2.4).

CHAPTER 3

ANTECEDENTS OF EMPLOYEE RESISTANCE TO CHANGE IN SOFTWARE COMPANIES

This chapter represented the type of software companies and described the nature of software engineers who are working in software companies which are encountered a certain number of changes in their organization. This section focuses on the collected data from software companies of IT industry in Yangon that are based on the current situation.

3.1 Software Industry in Yangon

Well organized software companies create high quality and simple products. A Software company can often create multiple products for customers to perform functions for the business. Although the operations and techniques may not be the same, in the end, most companies emphasize to create solutions for their consumers. These solutions is also full-scale software package for the overall world or custom-made ones that match the actual desires of businesses and industries.

3.1.1 Profile of Software Companies

Software companies from IT industry of Yangon created a design for websites and even developed applications for different types of operating systems and various organizations. Some software companies create corporate web-based systems to help enterprises automate processes for the organization, increase productivity, and facilitate workflow management in the organization. A good software development company primarily aims to please its customers, and it tailors its work culture towards achieving this on by communication and integrating them within the development method. The skillful software development team creates a unique product, efficient software that meets customer's specific desires, demands and fits into your business seamlessly. Good Software companies provide solutions that bring real value for business and organization and continuous improvements for customer business.

(1) Project Oriented Companies

Basically, project-oriented companies rely on Projects. The research market, demand, and pick up, hunt and accept projects. They use multiple channels, including company websites, outsourcing sites from local or abroad, marketing office etc. Things work from projects are done in a quite simple manner. After evaluate and receiving Projects, requirement analysis and project charter are the first things to do by the project manager or lead. Later detail system-level design and framework implementation done and then functionalities development handed over to developers and programmers. The software development process kept going with software development life cycle until the finished product is released. Project is done, team move onto new project and development are goes on. Projects are the bloodline of such companies. Exciting and important fact is that the company has developed their own framework or they use already built frameworks for projects so that only module development lead the project to finish phase.

(2) Product Oriented Companies

Product-oriented software companies are “Giants” among all. Rather than researching marketing and hunting for projects and relying on continuous incoming of new projects, they created a software product idea and transform it into actual product and then their target is to generate income by selling the product. Software products can differ in two types. One that could be deployed at various client's end and second that is deployed on the company's end and various clients can use it. Those companies require to add initial investment to turn an idea into reality and if the product fails, the whole investment turn be loss immediately. Software Product-oriented companies start the development of a product in order to negotiate the initial investment period. Once a Product is go-live, new versions, improvement, maintenance and features enhancement is required. The work goes on until a product is launching. Such companies can make very large profits by investing initially in a great idea and by coping with the product or giving access to various clients.

(3) Service-based Companies

Service-based companies are those who do not provide any service or product directly to end-users in their brand. These are the companies which is able to recruit from traditional colleges in our state. In most cases, these companies will never demand that solely computer science or information technology students ought to attend their interview. Instead, they will create the interview method open for each department together with civil and mechanical and choose the required. There are also some cases wherever you will be recruited by these corporations and your joining date are going to be solely once one year. Once you are within the job they offer training as per their needs for around three months. They will only put into the job after some tests supported the coaching. Within the training also, you will not be trained to the core level however, to use some common tools and APIs developed by different product companies. The job are going to be conjointly a form of a repetitive job with less learning and not maintaining up with the latest technology. There is also a period called bench on these types of companies where the employees will spend their time idle in their campus due to the unavailability of the project. These companies typically use to be terribly strict on office timings and dress code like that.

3.1.2 Profile of Software Engineers

Software engineering is the life cycle process of analyzing user needs and designing, constructing coding development, and testing end user applications that will convince user's needs through the use of software programming languages. It is the application of engineering principles to coding development. In contrast, to the straightforward programming, software engineering is employed for the larger and additional complicated software systems, which are used as the critical systems for businesses and organizations. Software engineering usually begins with the primary step as a user-request initiation for a particular task or associate degree output. Customers submit their requirement to a service provider organization. The software development team segregates user demand, system demand and purposeful needs. The requirement is collected by organizing interviews of a user, referring to a database, learning the prevailing system etc. After requirement gathering, the team analyses if the code may be created to fulfill all the requirements of the user. The developer then decides a roadmap of

arranges. System analysis also includes an understanding of software product limitations and business domain knowledge. As per the requirement and analysis, software design is made. The implementation of software design starts with design development and writing program code in a suitable programming language.

Software testing is finished whereas coding by the developers and thorough testing is conducted by testing specialists at varied levels of code like module testing, code testing, product quality assurance, in-house creation and testing the product at customer's engagement and feedback. Software engineers typically perform many job duties. Some of them include:

1. Determining the feasibility of software operations through problem definition, evaluating analysis, and solution development
2. Documenting and demonstrating solutions through the development of flowcharts, documentation, diagrams, layouts, code comments, charts, etc.
3. Preparing and installing solutions by designing system standards
4. Improving operations by completing systems analysis work and recommending changes in inefficient procedures and policies
5. Obtaining and licensing software after obtaining the pertinent data from vendors
6. Testing and subsequently approving products
7. Updating job knowledge through the study of contemporary development tools, computing equipment, programming techniques
8. Participating in opportunities for on-going education such as continuing education credits (CECs) and reading professional publications
9. Maintaining personal networks
10. Providing pertinent data through the collection, analysis, and summarizing of service and development issues
11. Designing software solutions by conferring with users

A software engineer must possess a spread of skills so as to perform their jobs with expertise and excellence. A number of those professional skills of software engineers include the general programming skills, analyzing data and requirements,

software debugging, software design, software testing, documentation, teamwork, problem-solving, software development process, software development fundamentals and requirements from customers.

3.2 Reliability of the Study

Regarding the reliability, Cronbach's coefficient alpha is used for whole questionnaires. Cronbach's alpha is a measurement scale used to assess the reliability, or internal consistency, of a set of scale or test items. Cronbach's alpha results should give a number from 0 to 1, but negative numbers can get as well. A negative number show that something is wrong with information and to reverse score some items. The general rule is that a Cronbach's alpha of .70 and above is good, .80 and above is better, and .90 and above is best. Table (3.1), expressed the reliability of each survey questionnaire.

Table (3.1) Reliability Test of the Survey Questionnaires

Sr.No	Variables	Cronbach's Alpha
1	Job Stress	0.838
2	Participation	0.802
3	Trust in Management	0.944
4	Communication	0.810
5	Training	0.843
6	Job Insecurity	0.968
7	Resistance to Change	0.700
8	Turnover Intention	0.784

Source: Survey Data, 2019

The reliabilities of questionnaires were greater than and equal 0.70 indicated that all questionnaires are acceptable level and stand internal consistency for perception regarding the core value.

Antecedents factors mainly job stress, participation, communication, trust in management, training, job insecurity and resistance to change are independent variables and turnover intention are served as dependent variables. The subjective constructs of antecedents of resistance to change and turnover intention are all measured at a five points Likert scale (1: strongly disagree to 5: strongly agree). The original questionnaires are prepared in English.

3.3 Antecedents of Employee Resistance to Change

Nowadays all the companies, the change is mandatory to survive in the competitive world, but unfortunately people tend to resist change. Change for an organization and implementation are not easy tasks; this will increase the pressure on the management and also employees to learn the transparency of change. The perception of change will differ between managers and employees: top-level management seeks a change is an opportunity to strengthen and to advance the business in their career, whereas for employee's, included middle-level managers for change is never sought after it is disruptive and intrusive.

3.3.1 Job Stress

Job stress during organizational change positively affects employee's resistance to change. Job stress occurs when employee unable to fulfill the demand of the job and that lead to a condition of physical and psychological mental disorder which occurs a situation of pressure. According to this table (3.2), described the mean value, standard variations of each question.

Table (3.2) Job Stress Cause of Change

Sr.No	Job Stress Cause of Change	Mean	Std. Deviation
1	Putting workload under control	3.88	0.811
2	Interfere with personal life and family	3.66	0.760
3	Working long hours than stipulated	4.07	0.707
4	Not good enough for working conditions	3.63	0.819
5	Pressure for changes	3.65	0.899
	Overall Mean	3.77	

Source: Survey Data, 2019

The overall mean score is 3.77 in Table (3.2). These five questions are based on questionnaires from (Vakola et al. 2005). These questions are construct to get the employees perception for job stress for changes. According to table (3.2), working longer hours mean is the highest value (4.07) and mean value is 3.88 for under control workload. Long working hours is highest value cause of software engineers from IT industry encountered job stress for rapid changes and job requirements cannot be coped with their ability and control. They have to work long hours and under pressure.

3.3.2 Participation

The participation of employees during organizational change positively affects employee's resistance to change. Participation and involvement of everyone for change implementation in the organization can reduce resistance, obtain organizational and employees commitment and increase the quality of change decisions. Most software engineers can't get a chance to share their concerns and also be part of the decision-making process even though involved when implementing structures and systems.

Table (3.3) Participation

Sr.No	Participation	Mean	Std. Deviation
1	Participation for implementation of the changes	3.28	0.673
2	Controlling over changes	3.12	0.716
3	Participation in decision-making for implementation of the changes	2.70	0.532
4	Using employee's ideas and suggestions from management	2.93	0.673
5	Involvement in important change	2.79	0.633
	Overall Mean	2.96	

Source: Survey Data, 2019

The overall mean score is (2.96) in Table (3.3). These five questions are based on (Wanberg and Banas 2000). As shown in table (3.3), described the mean value, standard deviations of each question. The lowest mean value related with participate in the decision making for change is 2.70 which described that software engineers from IT industry felt that they are not allowed to participate in decision making for changes. However, they are involved in changes that are affect them according to second lowest mean (2.79) related with involving in change that affect employees. Mean value (2.93) related with suggestions and ideas for decision making shows that the respondents also felt that their ideas and suggestion for changes did not use from management.

3.3.3 Trust in Management

Trust in Management of employees during organizational change positively affects employee's resistance to change. Trust is key to the success of change. Software engineers are trust in their leaders and managements to make right decision for changes. They also believed that organization are treated them fairly during changes.

Table (3.4) Trust in Management

Sr.No	Trust in Management	Mean	Std. Deviation
1	Equal treatment to all employees for change	4.06	0.836
2	Caring affects to all employees for change	3.61	1.018
3	Making right decision from management for change	4.10	0.869
4	Fairly treatment to all employees from management during changes	3.49	0.989
5	Lending a hand from supervisor for change	3.86	0.902
6	Fairly treatment to all employees from department	3.85	0.932
	Overall Mean	3.82	

Source: Survey Data, 2019

The overall mean score is (3.82) in Table (3.4). These six questions based on (Yu (2009)) and other questions. According to the results from above table (3.3), described the mean value, standard deviations of each question. It can concluded that software engineers believed their management can make right decisions and treat them equally during changes according to highest mean value (4.10) related with management and above to make the right decisions and mean value (4.06) for offers equal treatment to all employees by change.

3.3.4 Communication

Communication of employees during organizational change positively affects employee's resistance to change. If the communication is excellent during the change process, everyone in the organization understands the need for change, what the changes are and what impact will they have. If the communication is poor, others will become resistant. These eight questions based on (Colquitt (2001), Wanberg and Banas (2000)).

Table (3.5) Communication

Sr.No	Communication	Mean	Std. Deviation
1	Explanation the procedures thorough for change	2.64	0.527
2	Receiving information in time for changes	2.67	0.634
3	Receiving useful information for changes	3.54	0.775
4	Understanding for change implementation	2.85	0.735
5	Answering adequate information from management for changes	3.36	0.851
6	Discussion with management for changes	2.63	0.565
7	Pay attentions from management	2.69	0.577
8	Work performance improving cause of effective communication	4.55	0.578
	Overall Mean	3.19	

Source: Survey Data, 2019

The overall mean score is 3.19 in Table (3.5). Now, some software companies are encounter internal communication problems for changes cause of lack of communications. Software engineers are implements changes without understanding the requirements for changes. Good communication can increase understanding of the commitment to change, as well as reducing confusion and resistance to it. Table (3.5) described the mean value, standard deviations of each question. Lowest mean score regarding with felt to discuss with manager and colleagues about any changes is (2.63) and explanation for the changes thoroughly by supervisor is (2.64). It can described that software engineers from IT industry felt that they can't discuss with managers honestly for understanding changes and also supervisors did not explained the changes to them clearly.

3.3.5 Training

Lack of training for employees during organizational change positively affects employee's resistance to change. Most of software engineers from companies did not get necessary knowledge and skills as training for changes. Without training, they are doing changes under pressure and their performance and efficiencies are not good enough to implements the changes.

Table (3.6) Training

Sr.No	Training	Mean	Std. Deviation
1	Training for implementation change	2.81	0.966
2	Several training offering to get new knowledge for change	2.80	0.913
3	Encouraging for taking educational programs for change	3.01	0.783
4	Evaluation the training's outcome for change	3.33	1.081
5	Emphasizing long-term training plan for implementation change	2.72	1.045
	Overall Mean	2.93	

Source: Survey Data, 2019

The overall mean score is 2.93 in Table (3.6). These five questions based on (Wanberg and Banas 2000). Table (3.6) shows the mean value, standard deviations of each question. Lowest mean value is (2.72) for giving training to get useful new knowledge and skills for change. This value described that software engineers can't get useful new knowledge and skills to implement changes and didn't have proper trainings which are need to provide from their organization.

3.3.6 Job Insecurity

Job insecurity for employees during organizational change positively affects employee's resistance to change.

Table (3.7) Job Insecurity

Sr.No	Job Insecurity	Mean	Std. Deviation
1	Losing job soon cause of change	3.34	0.870
2	Losing job in the near future cause of change	3.40	1.082
3	Afraid lot of change at job in the near future	3.66	0.923
4	Job deteriorating in the near future	3.64	0.929
5	Job insecurity in the future	3.59	0.910
	Overall Mean	3.52	

Source: Survey Data, 2019

The overall mean score is 3.52 and in Table (3.7). These five questions based on (Witte (2000, 2005)). Software engineers are occurred job insecurity than employees from other industry cause of technology changes and demands changes from customers. Job insecurity is distinct from actual job loss because the people who suffer from it are still employed, but future existence of their job are uncertain cause of various organization changes. Table (3.7) shows the mean value, standard deviations of each question. Software engineers are afraid to lose their job in near future if they can't catch up updated technology and skills which are necessary for their job contents and felt insecure for their job according to highest mean value (3.66) for job will change a lot in the near future and mean value (3.59) for insecure about the content of job.

CHAPTER 4

ANALYSIS ON ANTECEDENTS OF EMPLOYEE RESISTANCE TO CHANGE IN SOFTWARE COMPANIES

This chapter findings to analyze the antecedents of software engineer's resistance to change in software companies of Yangon. These findings, there are two parts. The first part is to analyze the antecedents of employee's resistance to change. Job stress, participation, communication, trust in management, training, job insecurity are considered to analyze the antecedents of employee's resistance to change. The second parts are to analyze the relationship between employee's resistance to change and turnover intention of employees. To identify the factors of these variables by software engineers from software companies of Yangon, data of each variable are collected via five point's likert scale questionnaires. Each questionnaire is given a scale of 1 to 5 how strongly agree or disagree to the questions. The response of 'Strongly Agree' weights 5 scores, 'Agree' weights 4 scores, 'Normal' weights 3 scores, 'Disagree' weights 2 scores, and 'Strongly Disagree' weights 1 score, respectively. Higher the weighted score higher powerful the factors of the respective variable.

4.1 Profile of Respondents

The analysis focuses are based on the survey result from questionnaires software engineers from software companies of Yangon that have carried out a specific number changes such changes as in structures, processes, products, for new law or policies. In total 257 respondents, mostly are senior software engineers and some are junior software engineers. Demographic characteristics of the respondents include such question as Gender, Age, Marital Status, Educational Level, Professional Level and work experiences in the organization. According to the descriptive analysis, Table (4.1) shows the demographic data of the respondents.

Table (4.1) Demographic Characteristics of Respondents (N=257)

No	Statements	Category	Frequency	%
1	Gender	Female	119	46.0
		Male	138	54.0
2	Age	21 – 25	98	38.1
		25 – 35	159	61.9
3	Marital Status	Single	133	51.75
		Married	122	47.47
		Divorced / Widow	2	0.78
4	Education Level	Diploma	4	1.56
		Bachelor's Degree	146	56.8
		Master Degree	107	41.63
5	Professional Level	Seniors Software Engineer	45	17.51
		Associate Software Engineer	182	70.82
		Junior Software Engineer	30	11.67
6	Work experiences	Less than 3 years	30	11.67
		3 – 5 years	80	31.13
		5 – 8 years	102	39.69
		8 years and more	45	17.51
	Total Respondents		257	100

Source: Survey Data, 2019

Table (4.1) illustrates the gender distribution of 54% male and 46% female respondents that most respondents are males. Age group of respondents indicated that the respondents are between 25 and 35 years (61%). According to this data, most software

engineers are middle age. Nowadays, IT industry of Myanmar is developing faster than the past years. Most young people are interested in software development and learning to become software engineers. Therefore, they are attended the University of Computer Studies. They also tried to get certifications from other international organization and willing to do jobs at IT industry. Therefore, software engineers from IT industry in Yangon are mostly middle age persons.

In education level of respondents, (56%) are Bachelor degree holders and (41%) are Master degree holders show that majority of the respondents are Bachelors' degree and up. Regarding with IT professional level, most respondents are associate software engineers (70%) while senior level is (45%). All the respondents are middle level in IT professional level.

According to the working experiences of respondents, 3 – 5 years of service in IT is (31%), 5 – 8 years of service in IT is (39%) and 8 years and more of service in IT is (17%). In this study, the most respondents are associated software engineers. According to IT industry requirements, junior software engineers became associate software engineers after they got around 3 or 5 years experiences regarding with software development. As associate software engineers within 5 to 8 years experiences that they have a lot of IT experiences and highly related with software companies. They had encountered a lot of changes at their career and from organization also. So, they already understand their feelings regarding with changes, what they need for changes from organization and they can considered to resist the changes if they can't get requirements to implement the changes. Above reasons, most of respondents are associate software engineers in IT industry.

4.2 Resistance to Change of Software Engineers

Employee's resistance to change positively affects turnover intention. Employees from software companies are more suffer from changes and afraid the changes for stress, under pressure working with overload and high technology. They did resistance to changes and they are intended to turnover when forced for changes.

Table (4.2) Resistance to Change

Sr.No	Resistance to Change	Mean	Std. Deviation
1	Afraid of the change	3.77	1.144
2	Bad feeling about the change	3.34	1.192
3	Quite excited about the change	3.87	1.085
4	Upset cause of change	3.47	0.815
5	Stressed by the change	3.28	1.162
6	Complaining about the change to colleagues	3.65	0.786
7	Presented my objections regarding the change to management	3.58	0.997
8	Things are harms cause of change	3.48	0.796
9	Things from change are negative effect	3.48	0.796
10	Harder job cause of change	3.61	0.813
11	Personally impact from change	3.11	0.336
12	Occurring resistance cause of skills are not support	3.75	0.930
13	Occurring resistance for not being part of decision-making	3.52	0.781
14	Occurring resistance caused of change forced upon	3.81	0.970
	Overall Mean	3.55	

Source: Survey Data, 2019

The overall mean score is 3.55 in Table (4.2). These fourteen questions based on (Wanberg and Banas 2000). The highest mean value (3.81) related with change forced upon them and mean value (3.87) for quite excited about the change. It can explained that the respondents afraid the change and will resist to change if management forced upon

them to implement change and they resist the change when they felt excitement and afraid.

4.3 Turnover Intention of Software Engineers

Intention to leave is a natural phenomenon that takes place when some inadequately planned system and dispute role of work-life, lack of motivation, promotion, and performance and focused in the workplace. Most of employees from software companies decide to find a new job when they feel unhappy or reluctant with the current task, the decision to quit will occur.

Table (4.3) Turnover Intention

Sr.No	Turnover Intention	Mean	Std. Deviation
1	Probably look for a new job within the next year	4.02	.910
2	Consideration for leaving current job seriously	4.02	.944
3	Intention to quit from current job	3.69	.836
4	Starting to look for other jobs.	3.56	.743
5	Leaving from organization immediately	3.16	.869
	Overall Mean	3.69	

Source: Survey Data, 2019

The overall mean score is 3.69 in Table (4.3). These five questions based on (Wanberg and Banas 2000). According to Table (4.3), highest mean value (4.02) and (3.69) described that software engineers showed resistance to change and tried to look for new job within next year for quitting their current job. If they can't satisfied changes, they are consider to quit their jobs seriously.

4.4 Analysis on Antecedents of Resistance to Change on Resistance to Change

Six antecedents of resistance to change and resistance to change are analyzed by using multiple regression method. The effects of antecedents of resistance to change explained in below sections. The output from generating multiple regression model is shown in Table (4.4). Dependent variable are resistance to change and independent variable are job stress, participation, trust in management, communication, training and job insecurity.

From result, the significant values of job stress, participation, communication, training and job insecurity are less than 0.01. Therefore, participation, communication and training have a negative relationship with employee resistance to change at 99% significant level. Job stress and job insecurity have a positive relationship with employee resistance to change at 99% significant level.

Table (4.4) Analysis of Antecedents of Resistance to Change

Variable	Un-standardized Coefficient		Standardized Coefficient	t	Sig
	B	Std Error	Beta		
(Constant)	4.679	.236		19.796	.000
Job Stress	.086***	.032	.125	2.670	.008
Participation	-.264***	.056	-.293	-5.025	.000
Trust in Management	-.037	.029	-.073	-1.253	.211
Communication	-.212***	.046	-.232	-4.629	.000
Training	-.090***	.028	-.158	-3.279	.001
Job Insecurity	.117***	.026	.258	4.565	.000
R value	.736				
R Square	.542				
Adjusted R Square	.531				
F value	49.338***				

Source: Survey data, 2019

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

Hence, those variables have greater influence on employee resistance to change. As shown in Table (4.4), correlation coefficient (R) which measures the relationship between dependent variables (employee resistance to change) and independent variables (job stress, participation, communication, and trust in management, training, and job insecurity) is 0.736. It indicates that the antecedent of employee resistance to change reported by respondents and level of employee resistance to change are correlated. According to the result of regression analysis shown in table, R square value is 0.542. Thus, this multiple regression model in this case explain 54% of the relationship between independent variables (job stress, participation, communication, and trust in management, training, job insecurity) and dependent variable (employee resistance to change). The adjust R square is 0.531 that indicate that model is 53% fit with the study. The unstandardized coefficient value of participation is (0.264), communication is (0.212) and training is (0.090). Those are negative relationship with employee resistance to change. Therefore, software companies with lower level of participation, communication and training tend to have higher employee resistance to change cause of negative relationship. The standard coefficient (Beta) of training has the largest value (-0.158) among three variables with negatively relation with resistance to change indicating that training has the greatest contribution among negative relationship independent variables to effect the resistance to change of software engineers.

The coefficient of participation, communication and training can predict that employee resistance to change will increase up 0.264 units, 0.212 units and 0.090 units by decreasing 1 units of participation, 1 unit of communication and 1 unit of training respectively. Hence, the respondents with lower level of these three variables tend to have higher level of resistance to change.

Then, lack of participation, poor communication and without training are also increase resistance to change. According to job nature, software product are created with team work. Team members from software companies need to communicate each other. And they have to communicate with end user, management etc. Communication is the act of transmission information between people. The need to communicate effectively spread through software development, operations and support. Providing employees with more information about the changes will not always lead to more acceptance. This is due to the content of the information, employees resist to change because they have the feeling that they lose something of value. Providing a lot of information from software companies to

software engineers is especially helpful when employees are unfamiliar with the proposed changes such as to change new technologies. Therefore, the way of communicating between software engineers, team and the amount of information can gather is great importance for employee's resistance level to change. Good communication can reduce level of employee resistance and vice versa.

Participation can be viewed as the software engineers' direct involvement in the change process and as a result of control. Software engineers has a higher participation level regarding a change, then they are less likely to be resistant to the change. The investment in training for changes in organizations that a software company makes shows the employees they are valued. The training creates a supportive workplace. Giving training to software engineers a thorough understanding of what's expected of them. They're clear on their goals for changes in organization and role in the team and wider organization. Organization give current employees several chances to increase their skill set and invest in their development for changes, software engineers who feel appreciated and challenged through training opportunities may feel more satisfaction toward their changes to accept it and reduce level of resistance to change.

The coefficient value of job stress is (0.086) and job insecurity is (0.117). The coefficient can predict that employee resistance to change will rise up 0.086 units and 0.117 units by increasing 1 units of job stress and 1 unit of job insecurity respectively.

Those are positive relationship with employee resistance to change. The standard coefficient (Beta) of job insecurity has the largest value (0.258) at two variables with positively relation with resistance to change indicating that job insecurity has the greatest contribution among positive relationship independent variables to effect the resistance to change of software engineers.

The results show that job stress, participation, communication, training and job insecurity are significantly influenced resistance to change of software engineers of IT companies. Nature of information technology industry, there have a lot of programming languages, various developing ways such as web developments, application developments or mobile and technology always keeps changing. Therefore, software engineers always have to learn new things and pick them up fast. However, when they get outdated, the relevant jobs also decrease in number. Organization want to make some changes in IT projects or domain or products when new technology is coming out, existing software engineers need to learn new things. For difficult technologies, software engineer did the

resistance to change cause of job insecurity because they consider that they will be lose their job if they cannot learn and keeping up with the new things in short time or don't have support from organization. Heavy workloads, people issues, balancing work and personal life, and lack of job security are major stressors, and they all are prominent in technology. Job stress has a strong impact with employee's resistance to change. Changes not only may causes many serious disturbances in their lives and habits. Changes may also burden them with more work making them fail to control the workload and complete the tasks because of short time which lead to employee's resistance to change.

All the VIF values are less than 10. It shows that there is no multicollinearity problem in this case. This means that there is no correlation among the independent variables.

4.5 Analysis on Relationship between Resistance to Change and Turnover

Intention

Resistance to change and turnover intention of software engineers are analyzed by using linear regression method is shown in Table (4.5). In this analysis, dependent variable are resistance to change and independent variable is turnover intention.

Table (4.5) Relation between Resistance to Change and Turnover Intention

Variable	Un-standardized Coefficient		Standardized Coefficient	t	Sig
	B	Std Error	Beta		
(Constant)	.218	.226		.966	.335
Resistance to Change	.977***	.063	.696	15.465	.000
R value	.696				
R Square	.484				
Adjusted R Square	.482				
F value	239.180***				

Source: Survey data, 2019

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

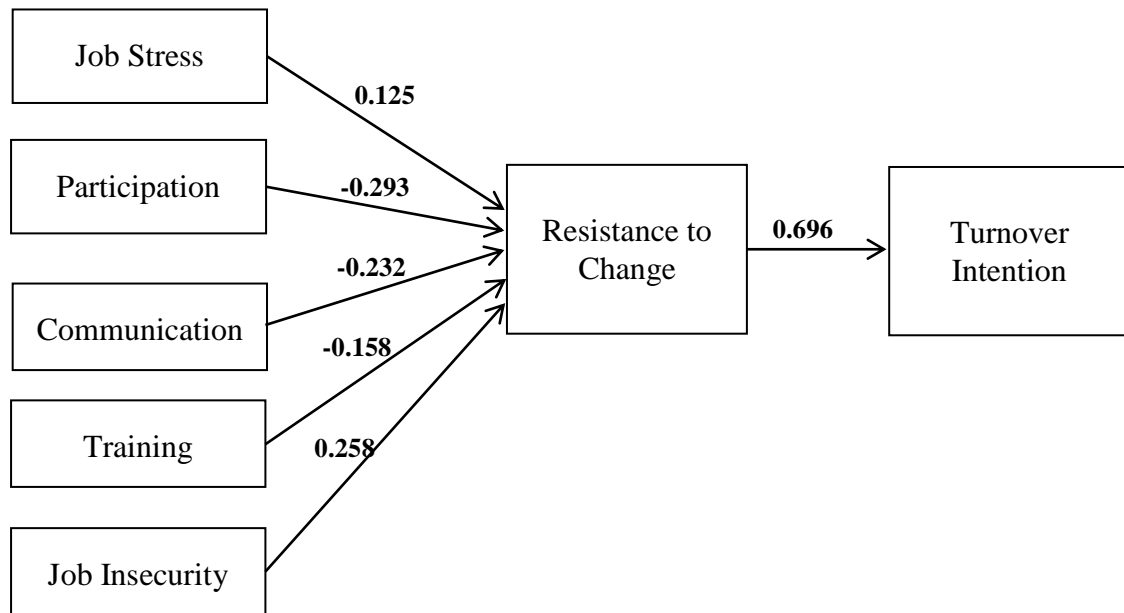
According to results shown in Table (4.5), the significant value of resistance to change is less than 0.01. Therefore, resistance to change have relationship with turnover intention at 99% confidence level.

Correlation coefficient (R) measures relationship between dependent variable (resistance to change) and independent variables (turnover intention). As shown in Table (4.5), R square is 0.484. Hence, it indicates that variables of antecedents and resistance to change reported by respondents are correlated. The model can explain 48% about variance of dependent with independent variables. The adjust R square is 0.482 that indicate that model is 48% fit with the study.

The coefficient value of resistance to change variables predict that turnover intention will increase 0.977 unit by rising up 1 unit of resistance to change. Hence, the respondents with higher level of resistance to change tend to have a higher level of turnover intention.

All the VIF values are less than 10. It shows that there is no multi-collinearity problem in this case. This means that there is no correlation among independent variables. The results show that resistance to change is significantly influence turnover intention of software engineers. The finding reveals that increase of resistance to change will lead to increase turnover intention. High resistance towards change of software engineers had a low job satisfaction and strong tendency to turnover. Software engineers are unsatisfied with and uncommitted to the implemented change, and therefore they are more likely to show counterproductive work behavior to be frequently absent and to quit.

Figure (4.1) Antecedents of Employee Resistance to Change



Source: Own Compilation, 2019

According to result of Table (4.4) and Table (4.5), job stress and job insecurity are positively effect on resistance to change and participation, communication and training are negatively effect on resistance to change. Standard coefficient of each variables are shown in Figure (4.1). Based on standard coefficient of Figure (4.1), job insecurity is the most positively effect on resistance to change and training is the most negatively effect on resistance to change.

CHAPTER 5

CONCLUSION

Findings and Discussions, suggestions and recommendations and limitations and needs for further research are composed in this chapter. This study is focused on exploring the antecedents of employee resistance to change and relation between resistance to change and turnover intention. Job stress, participation, communication, trust in management, training and job insecurity are focused for antecedents of employee resistance to change.

5.1 Findings and Discussions

This study is examined the antecedents of employee resistance to change and the relation of resistance to change with turnover intention of software engineers who are working in software companies of IT industry from Yangon. The primary data are gathered from software engineers of software companies with questionnaire which is designed with 5-point Likert. The secondary data was collected from previous papers, text books and website for this study. According to demographic data, the most respondents are males and middle age. In education level of respondents, majority of the respondents are Bachelors' degree and up. Regarding with IT professional level, most of respondents are associate software engineers. This model presents antecedents that lead to employee resistance to change. By examining each independently, the relationship between several of them emerged. When evaluated as independent elements of the model, participation, communication and training are hold equal importance to the employee resistance to change of software companies and have an impact on the level of resistance significantly. This study highlighting that participation and communications are important for resistance during the changes. When a change is communicated to individual that can participate, it will impact to resistance to change. In this study, participation and communication is negatively relationship with resistance to change. Negative relationship highlight that as each decreased, the resistance is increased making the change happen difficultly and lead to turnover intention. Employees will tend to leave their current jobs and look for new ones with more suitability. Based on study result of participations, software engineers didn't feel that they are participated as important roles in companies

because they can't include in decision making process for various changes from stakeholders and companies. They just did what they have to do without participating at decision levels. So, they don't understand what is going on or what is expected of the individual throughout the change from companies.

Moreover, software engineers didn't get the necessary information a timely from the corresponding person cause of poor communication, they faced requirements are not enough and they did changes with that information. That why they have to do their jobs in long hours, under pressure and have to do several times base on changes requests. The information received about the changes at work has not been timely and software engineers did not understand very well for their changes implementation cause of poor communication between colleagues and stakeholders. This fact leads to resistance to changes. Finding for training from this study is that lack of proper training in company targeted for change will lead to resistance to change. Training is essential if the various changes were to be successfully undertaken. Training is negatively related with resistance to change in this study. Software engineers are expected necessary and proper skills up training from companies but, companies did not provide necessary training skills which support to success the changes even though employee were expected to develop new skills. Therefore, software engineers are doing changes under pressure and stress in short periods and various requirements and stakeholders and didn't have learning time also for their abilities and performance. Therefore, they are unsatisfied their result and feel demotivate for their skills. That why software engineers resistance to change increase caused of proper training are decreased.

Another finding of this study investigated the relationship between job insecurity and resistance to change. The findings show that job insecurity is positively related to employee's resistance to change. This means that if an employee experiences more job insecurity, he or she will show more resistance to change. During changes, employees may be afraid to lose their job or the content of their job which may make them feel insecure about their jobs. Job insecurity implies perceived uncertainty and can lead to stress (Bakker et al., 2003, 2005), which can result in an increase in resistance to change. According to the results of this study, job insecure of employees are huge and they are trying to find the saved one cause of dramatically changes of requirements and technology according to the nature of IT industry in software companies. Software

engineers feel that they will have to lose their job in future if they cannot catch up the technology, requirements changes of various stakeholders from industry.

An increase in job insecurity lead to an increase in resistance to change of software engineers. Another finding is that job stress have a strong impact on employee's resistance to change. Changes not solely could cause several serious disturbances in their lives and habits. Changes may also burden them with more work making them fail to control the workload and complete the tasks because of shortage of time, which leads to employee's resistance to change. Software engineers from companies also feel stress for too much to do during changes, have to work under time pressure, badly participation and control like lack of participation in decision-making, lack of control over work processes, hours, methods, and the work environment. There have little training for career development, job insecurity, unclear and poor communication lead to job stress. Cause of job insecurity and job stress, software engineers tried to resistance to changes. Increasing in stress and job insecurity, resistance to change also increased and organizations encountered increasing turnover rate because software engineers tried to resign ad find new jobs.

5.2 Suggestions and Recommendations

Software companies must take cognizance of the outcome of the study where it was highlighted that communication was lacking. Communication is serious at all levels of the organization and more especially in change initiatives is cascaded to all employee. Communication should also not be one way, as feedback from employees concerned is important for that organization to overcome the communication barrier. Many changes fail because of a lack of communication. Two-way communications is imperative for success. Resistance is reduced because people are being informed as to what the organization seeks to achieve. Feedback from employees must be acted upon and feedback to employees must be given. This creates open and honest communication lines between senior management and employees. Software companies from IT industry has provided learning opportunities and industry information to employees, this however is pitched at a level that people do not understand, and this therefore adds no value to their job function. Employees do not see the benefits and will indicate that information or opportunities are scarce. Change programs can be successful if the resistance is

minimized and there are two important things to be noted, (1) resistant can be predicted, and (2) resistance cannot be subdued.

Resistance from employees must be used effectively by management as feedback. Management must ensure that they deal with resistance from employees effectively and employees must be able to communicate with each other up and down the structure without the fear of reprisal. Management must ensure that vision is clearly articulated, employees understand upfront where the organization wants to be. Participation and involvement gives a lot of importance to involving the resisters in the change operations by setting up a participating environment and implementing the change in consultation with the employees. It is an effective strategy and can be beneficial in minimizing the resistance to change by involving the employees and trying to find their participation in the entire process. When the employees don't have valuable information for designing and implementing the change, or the employees have excellent power to resist the change. Employee's participation can increase their commitment level and motivation for supporting the change, to reduce resistance and improve the quality of the decision in connection with the change.

For various changes, we should do necessary training requirements. Provide training to employees so they are well-equipped to control new changes. Employees will learn to try and do jobs that were antecedently commanded by others. Implementing training during a time of change may decrease stress. Practice mindfulness and constructive approaches to change at work for energy into problem-solving and planning. If the change has left employees uncertain about their duties, set aside more time to meet and plan with management and employees for the changes. Software engineers can reduce their job stress by getting training, information and understanding well for changes. The attitude of employment insecurity does not only depend on one's employability and training activities but on a series of individual, work, and family-related factors. Job insecurity can increase a lack of control and predictability, organizational attempts should focus on improving both control and uniformity. A lack of official communication from the organization creates ambiguity regarding the safety of an employee's position which can, in turn, increase levels of job insecurity. Therefore, having honest, early and unrestricted communication between employees and their management/ organization might facilitate to improve perceived predictability and controllability of future occurrences, while at the

an equivalent time permitting employees to feel that they are valued and revered by their organizations.

Participative decision making allows employees to make decisions on several of workplace issues and can range from employees providing possible solutions, being consulted on decisions or even having the permission to make decisions. This process is seen to be a good antecedent towards job security, as a result of it improves the quantity of management that employees have in periods of uncertainty. Employees who have management use it to cut back or eliminate stressful stimuli within geographic point. For employee turnover intention rate, organizations should show employees they are valued and appreciated by providing them period recognition that celebrates their successes and their efforts. Tangible rewards, flexible work arrangements had positive effects on retention. In fact, a direct connection between poor development opportunity, lack of developing employees skills and high turnover intentions rate. Offer employees a powerful vision and goals for his or her work and increase their sense of happiness and loyalty to organization. Most employees want to upgrade their skills and knowledge and move up the career growth. Companies should show employees a projected career path gives them a sense of direction and purpose and a clear career path. Train management to deal appropriately with employee's grievances and discipline. Organization should consider incentive programs, such as productivity bonuses or offering employee stock options.

5.3 Needs for Further Research

This study is conducted for software engineer's resistance to change of IT industry in Yangon and other companies in other states and divisions are excluded from this survey research due to time limitation. Focus factors in this study for resistance to change are job stress, job insecurity, participation, communication, training and trust in management. Other factors like leadership, engagement, organization commitment, personality conflicts, fear of failure and individual goals relating with resistance to change. This study only focuses on resistance to change of software engineers from IT industry. Further studies are needed to research the other industry, the other factors such as leadership, engagement, organization commitment, personality conflicts, fear of failure and individual goals which an impact to resistance to change and same factors for other

state and divisions. In this paper, studied turnover intention for negative outcome of employee resistance to change.

Moreover, further study can consider for a positive outcome such as job satisfaction and performance. The scope of the study extended to process of managing employee resistance to change for those factors. In this research, the data are collected with sample size of 257 respondents of 2019. Therefore, further study need to explored with other additional factors and area to study employee resistance to change for better findings. For extension study, resistance to change is a common risk factor. People are usually set in their ways and are reluctant to accept new procedures. In addition, employees may be recognized about the failure of previous organizational change initiatives. There can include the fear of losing jobs, mainly if the change involves in automation and information systems. To handle risk factors, further study can explored to organization risk management for the consequences of resistance to change. How to overcome resistance to change can study for solving resistance and risk assessments.

REFERENCES

- Ajla Zejnelagic., (June 2017), *The relationship between job insecurity an resistance to change: The mediating role of hindrance appraisal and the moderating role of Age*, Netherlands
- Ashford, S., Lee, C., & Bobko, P. (1989). Content, causes, and consequences of job insecurity. A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803-829. doi: 10.2307/256569
- Bordia, P., Hunt, E., Paulson, N., Tourish, D. (2004). Uncertainty during organizational change: Is it all about control? *European Journal of Work and Organizational Psychology*, 13(3), 345–365. doi:10.1023/B:JOBU.0000028449.99127.f7
- Bryant, M. (2006). Talking about change: Understanding employee responses through qualitative research. *Management Decision*, 44(2), 246-258.
- Coch, L., & French, J.R.P., Jr. (1948).Overcoming resistance to change. *Human Relations*, 1(4), 512-532.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of applied psychology*, 86(3), 386.
- Cummings, T. G., & Worley, C. G. (2009). *Organizational development & change (9th ed.)*. Mason: South-Western Cengage Learning.
- Dent, E. B. (1999). Challenging “resistance to change”. *Journal of Applied Behavioral Science*, 35(1), 25-41.
- De Jager, P. (2001). Resistance to Change: A New View of an Old Problem, *The Futurist*, 24-27
- Deluga, R.J. (1994), Supervisor Trust Building, Leader-Member Exchange and Organizational Citizenship Behavior, *Journal of Occupational and Organizational Psychology*, 67(4), 315-326.
- Durbin, A. J., & Ireland, R. D. (1993). *Management and Organization (2nd ed.)*. Cincinnati: South - West Publishing Co.
- George, J.M. & G.R. Jones (2002), *Understanding and Managing Organizational Behavior (3rd ed.)*, Pearson Prentice Hall, New Jersey.

- Greenhalgh, L., & Rosenblatt, Z. (1984), Job insecurity: Toward conceptual clarity. *Academy of Management review*, 9(3), 438-448.
- Huyhn, T. T., and CAO, H. T., (2013), *Factors Affecting Employees' Attitudes and Tendency to Resign Caused by Organizational Change*, Vietnam
- Jeffrey C. Sandusky., (2012), *Individual Resistance to Change*, USA
- Johnson, G. & Scholes, K. (1998). *Exploring Corporate Strategy*. London: Prentice Hall.
- Kotter, J. P. & Schlesinger, L.A. (1979). Choosing Strategies for Change, *Harvard Business Review*, 106-114
- Kreitner, R. (1962). *Management (5th ed.)*. Cincinnati: Houghton Mifflin Co.
- Lapointe, L., & Rivard, S. (2005). A multilevel model of resistance to information technology implementation. *MIS Quarterly*, 29(3), 461-491
- Lewis, L. K. (2000). Communicating Change: Four Cases of Quality Programs. *Journal Of Business Communication*, 37(2), 125-155
- Lines, R. (2004). Influence of participation in strategic change: Resistance, organizational commitment and change goal achievement. *Journal of Change Management*, 4(3), 193-215.
- Lin, N. H., & Chiang, Y.H., (2005), "A Study of Relationship between Organizational Change Perceptions and Turnover Intention in the Financial Industry – The Mediating Effects of Job Satisfaction and Job Stress"
- Lorenzi, N. M., & Riley, R. T. (2000). Managing change: An overview. *Journal of the American Medical Informatics Association*, 7(2), 116-124
- Mintzberg. H, Ahlstrand. B, Lampel. J (1998), *Strategy Safari: A Guided Tour through the Wilds of Strategic Management*, The Free Press, New York. 324
- Nathan Paul Culmer., (2012), *I.T. changes: an exploration of the relationship between motivation, trust, and resistance to change in information technology*, Iowa
- Neves, P.(2009). Readiness for change: Contributions for employee's level of individual changes and turnover intentions. *Journal of Change Management*, 9(2), 215-231
- Ngugi M. N., (2016) *Managing Employee Resistance to Change at the Kenya National Commission on Human Rights (KNCHR)*, Kenya

- Oreg, S. (2003). Resistance to change: Developing an individual differences measure. *Journal of Applied Psychology*, 88(4), 587-604.
- Oreg, S. (2006). Personality, context, and resistance to organizational change. *European Journal of Work and Organizational Psychology*, 15(1), 73-101
- Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *The Academy of Management Review*, 25(4), 783-794.
- Pieterneel, V.B., (2016), *Managing resistance of employees under organizational change: Application on nutrition assistants of Food for Care*, Netherlands
- Ployhart, R. E., & Bliese, P. D. (2006). *Individual adaptability (I-ADAPT) theory: Conceptualizing the antecedents, consequences, and measurement of individual differences in adaptability*. In C. Shawn, L. G. Pierce & E. Salas (Eds.), *Understanding adaptability: A prerequisite for effective performance within complex environments*, 3-39. Amsterdam: Elsevier/Burke.
- Rosenblatt Z, Ruvio A.(1996), A test of a multidimensional model of job insecurity: The case of Israeli teachers. *Journal of Organizational Behaviors*, 17, 587-605
- Schalk, R., Campbell, J.W & Freese, C. (1998). Change and Employee Behavior. *Leadership and Organization Development Journal*, 19 (3).
- Schweiger, D. M., & Denisi, A. S. (1991). Communication with employees following a merger: A longitudinal field experiment. *Academy of Management Journal*, 110-135.
- Struijs, P.C., (2012) *Resistance to Organizational Change: The Effect on Job Satisfaction and Turnover Intention and the Moderating Effect of Emotion Regulation Strategies*, Netherlands
- Sverke, M., Hellgren, J., Näswall, K., Chirumbolo, A., De Witte, H. & Goslinga, S. (2004). Job insecurity and union membership. *European unions in the wake of flexible production*. Brussels: P.I.E.-Peter Lang. doi: 10.1177/0730888405284585
- Vakola, M. & I. Nikolaou (2005), "Attitudes Towards Organizational Change: What is the Role of Employees' Stress and Commitment?" *Employee Relations*, 27, 160-174.

- Vander Elst, T., Baillen, E., De Cuyper, N., & De Witte, H., 'The role of organizational communication and participation in reducing job insecurity and its negative association with work-related well-being', *Economic and Industrial Democracy*, 31, 2010, 249-264.
- Waddell, D., & Sohal, A. S. (1998). Resistance: a constructive tool for change management. *Management Decision*, 36(8), 543-548.
- Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85(1), 132-142.
- Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85(1), 132-142.
- Thomas, K. G., Jr., (2001), *Resistance to Organizational Change: A Case Study of Oti Yeboah Complex Limite*, USA
- Yu, M.C., (2009), "Employees' Perception of Organizational Change: The Mediating Effect of Stress Management Strategies", *Public Personnel Management*, 38(1), 17-32174

APPENDIX – I

Questionnaires Survey for Antecedents of Employee Resistance to Change in Software Companies

Antecedents of Employee Resistance to Change in Software Companies

I am a student from MBA program at Yangon University of Economics. I am doing thesis on "Antecedents of Employee Resistance to Change in Software Companies". This study will emphasize the antecedents of employee resistance to change and the relation of resistance to change with turnover intention of software engineers who are working in software companies of Yangon. I would prefer to request you to select your input this questionnaire at your spare time. Thank much for your participation.

Section (A): General Information

1. Gender

Male Female

2. Age Group(Years)

21-25 25-35 35-50 over 50

3. Education Level

Diploma Bachelor Master

4. Position

Junior Software Engineer Associate Software Engineer Senior
Software Engineer

5. Working Experiences

Less than 3 years 3-5 years 5-8 years over 8 years

Section (B): Questionnaire

Please indicate the most appropriate response with the scale given below;

5=Strongly Agree 4=Agree 3=Normal 2=Disagree 1=Strongly Disagree

1. Job Stress

No	Questions	Scale				
		1	2	3	4	5
1	Changes prevent me from putting my workload under control.	1	2	3	4	5
2	Changes make my work interfere with my personal life and family.	1	2	3	4	5
3	Changes make me frequently work in longer hours than stipulated.	1	2	3	4	5
4	In organization change, my working conditions are not good enough.	1	2	3	4	5
5	I feel pressure for changes	1	2	3	4	5

2. Employee Participation

No	Questions	Scale				
		1	2	3	4	5
6	I have been able to participate in the implementation of the changes that have occurred.	1	2	3	4	5
7	I have some control over the changes that have proposed.	1	2	3	4	5
8	I participate in the decision-making within the department for changes implementation	1	2	3	4	5
9	Management and above, use my input when making changes.	1	2	3	4	5
10	I am involved in important change that affect me.	1	2	3	4	5

3. Trust in Management

No	Questions	Scale				
		1	2	3	4	5
11	I believe that organizational change offers equal treatment to all employees.	1	2	3	4	5

12	I believe that the organization will care what affects me when changes take place.	1	2	3	4	5
13	I can trust managements and above to make the right decisions what happen change	1	2	3	4	5
14	I can trust manager and above to treat me fairly during times of change in the workplace.	1	2	3	4	5
15	I can trust my immediate supervisor to lend me a hand.	1	2	3	4	5
16	I can trust the department to always treat me fairly	1	2	3	4	5

4. Communication

No	Questions	Scale				
		1	2	3	4	5
17	Supervisor explained the procedures thoroughly.	1	2	3	4	5
18	The information I have received about the changes at work has been timely.	1	2	3	4	5
19	The information I have received about the changes at work has been useful.	1	2	3	4	5
20	I understand what I am assumed to do on my job after these changes are applied.	1	2	3	4	5
21	The information I have received adequately answers my questions about the changes at work.	1	2	3	4	5
22	I am free to discuss with my manager about any changes happening in organization.	1	2	3	4	5
23	Managers and colleagues pays attentions to what I say.	1	2	3	4	5
24	I believe that effective communication helps improve my work performance for change	1	2	3	4	5

5. Training

No	Questions	Scale				
		1	2	3	4	5
25	Company provides employee training for implementation change	1	2	3	4	5
26	There are several employee-training programs offered by my company where new knowledge can get for change.	1	2	3	4	5

27	Employees are supported to take educational programs in order to obtain new knowledge for change.	1	2	3	4	5
28	Company is often evaluating the outcome of the training which are given for change	1	2	3	4	5
29	Company emphasizes long-term training plan for implementation change	1	2	3	4	5

6. Job Insecurity

No	Questions	Scale				
30	There is a change that I will soon lose my job	1	2	3	4	5
31	I think I will lose my job in the near future cause of change	1	2	3	4	5
32	I am afraid that my job will change a lot in the near future	1	2	3	4	5
33	I think my current job will deteriorate in the near future	1	2	3	4	5
34	I feel insecure about the content of my job in the future	1	2	3	4	5

7. Resistance to Change

No	Questions	Scale				
35	I was afraid of the change	1	2	3	4	5
36	I had a unpleasant feeling regarding the change	1	2	3	4	5
37	I was quite excited about the change	1	2	3	4	5
38	The change made me upset	1	2	3	4	5
39	I was stressed by the change	1	2	3	4	5
40	I opposed about the change to my colleagues	1	2	3	4	5
41	I presented my objections regarding the change to management	1	2	3	4	5

42	I believed that the change would harm the way things are done in the organization	1	2	3	4	5
43	I thought that it's a negative thing that we were going through this change	1	2	3	4	5
44	I believed that the change would make my job harder	1	2	3	4	5
45	I believed that I could personally impact from the change	1	2	3	4	5
46	When the necessary skills are not given to support change then resistance will occur	1	2	3	4	5
47	Not being part of the decision-making, will cause me to resist change.	1	2	3	4	5
48	When change forced upon me, then resistance will occur.	1	2	3	4	5

8. Turnover Intention

No	Questions	Scale				
49	I will perhaps search for a new job within the next year	1	2	3	4	5
50	I often seriously consider leaving my current job.	1	2	3	4	5
51	I intend to quit my current job.	1	2	3	4	5
52	I have started to look for other jobs.	1	2	3	4	5
53	As soon as possible, I will leave the organization	1	2	3	4	5

Thank you for your time and cooperation.

APPENDIX – II

Analysis on Antecedents of Employee Resistance to Change

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Stress	257	2.20	5.00	3.7767	.57070
Participation	257	2.00	4.00	2.9642	.43799
Trust in Management	257	2.00	5.00	3.8281	.78297
Communication	257	2.25	4.50	3.1970	.43236
Training	257	1.20	4.60	2.9362	.69145
Job Insecurity Total	257	2.00	5.00	3.5253	.86676
Valid N (listwise)	257				

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.736 ^a	.542	.531	.27030	1.666

a. Predictors: (Constant), Job Insecurity, Job Stress, Communication, Training, Trust in Management, Participation

b. Dependent Variable: Resistance To Change

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.628	6	3.605	49.338	.000 ^a
	Residual	18.265	250	.073		
	Total	39.893	256			

a. Predictors: (Constant), Job Insecurity Total, Job Stress, Communication, Training, Trust in Management, Participation

b. Dependent Variable: Resistance To Change

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4.679	.236		19.796	.000		
Job Stress	.086	.032	.125	2.670	.008	.839	1.191
Participation	-.264	.053	-.293	-5.025	.000	.539	1.855
Trust in Management	-.037	.029	-.073	-1.253	.211	.539	1.854
Communication	-.212	.046	-.232	-4.629	.000	.730	1.370
Training	-.090	.028	-.158	-3.279	.001	.787	1.270
Job Insecurity Total	.117	.026	.258	4.565	.000	.576	1.737

a. Dependent Variable: Resistance To Change

Analysis on Relationship between Resistance to Change and Turnover Intention

Descriptive Statistics

	Mean	Std. Deviation	N
Turnover Intention	3.6903	.55448	257
Resistance To Change	3.5531	.39476	257

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.696 ^a	.484	.482	.39908	1.719

a. Predictors: (Constant), Resistance To Change

b. Dependent Variable: Turnover Intention

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.093	1	38.093	239.180	.000 ^a
	Residual	40.613	255	.159		
	Total	78.706	256			

a. Predictors: (Constant), Resistance To Change

b. Dependent Variable: Turnover Intention

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.218	.226		.966	.335		
	ResistanceToChange	.977	.063	.696	15.465	.000	1.000	1.000

a. Dependent Variable: Turnover Intention