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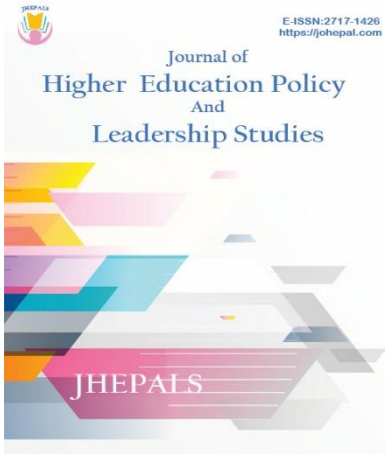
Identifying the Factors Affecting Individual Resistance against Organizational Change



Tuğba Küçükatalay [1]
Marmara University, Istanbul, TURKEY
Email: tugbakucukatalay@gmail.com
https://orcid.org/0009-0009-4790-4262

Pelin Vardarlier [2]
School of Business, Istanbul Medipol University, TURKEY
Email: pvardarlier@medipol.edu.tr
https://orcid.org/0000-0002-5101-6841

Özalp Vayvay [3]
İstanbul Health and Technology University, Istanbul, TURKEY
Email: ozalp.vayvay@istun.edu.tr
https://orcid.org/0000-0003-0504-3395

Recep Özsürünç [4]
School of Business, Istanbul Medipol University, TURKEY
Email: rozsurunc@medipol.edu.tr
https://orcid.org/0000-0001-6599-7823

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Identifying the Factors Affecting Individual Resistance against Organizational Change

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Tuğba Küçükatalay
Pelin Vardarlier *
Özalp Vayvay
Recep Özsürünç

Abstract

This study aims to determine the factors affecting individual resistance. Literature review shows that job insecurity, emotional distress, and identity division are potential variables that will affect individual resistance. As a result of the factor and reliability analysis, the emotional distress scale consisted of 3 sub-factors: excitement, anxiety, and enthusiasm. Individual resistance, job insecurity, and identity fragmentation scales emerged as the only factors. As a result of simple and multiple regression analyses, it is seen that all independent variables significantly affect individual resistance. Job Insecurity has a significant and positive effect on individual resistance. It is seen that anxiety has a significant and negative effect on individual resistance, and enthusiasm has a significant and positive effect. The identity division has a significant and positive effect on individual resistance. Anxiety and enthusiasm variables, which are the sub-dimensions of emotional distress, are the variables that most affect individual resistance. In order to encounter less resistance and problems in the change process, employees need to be trained and prepared for a change in advance. Organizational change can only be achieved with the participation and support of employees. The study concludes with recommendations for managers at the strategy, operations, and human resources management levels.

Keywords: Individual Resistance; Job Insecurity; Emotional Distress; Identity Division; Organizational Change

* **Corresponding author's email:** pvardarlier@medipol.edu.tr

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Introduction

Societies change and develop during the historical process. While societies are trying to adapt to these variables, they are forced to keep up with the organizational changes. This means organizational change is an indispensable process to protect organizational effectiveness. Organizations have to make a relation with other organizations and follow innovations if they want to survive in competitive environments. Actually, this situation forces organizations to have a dynamic structure. The environment of organizations is constantly changing according to their relations and innovations. This means change is an inevitable result for organizations. The most important purpose of the change is to increase efficiency so that the requirements and qualifications of employees should be compatible with each other. Otherwise, efficiency will be reduced, and organizations will need to change. Staying for overtime work is regularly not a fun lifestyle. This causes people to have a sense of monotony and they need to escape the sameness so that they can change and require a new purpose for life. Under this condition, the change increases the motivation of people and provides them with a satisfying sense in their lives (Weick & Quinn, 1999). Similarly, an organization makes changes to reach its aim by giving employees new targets and values instead of old ones. This change improves the ability of group work under the same targets. Meanwhile, it improves human relations such as trust and cooperation, and helps people understand. This also helps to increase knowledge of the organization and the capacity of the members. All of the above increases the efficiency in an organization for it to reach its aim (Lewis, 2019).

The current prevalence of job insecurity in the hospitality industry alters emotional distress, identity division, psychological distress, and employee competencies as researchers remain uncertain about global economic stabilization. An important question arises as to how it relates to the resistance to impact.

The process of change within an organization usually results in the disruption of daily operations and introduces a lot of unpredictability. According to Dahl (2011), change can undermine the predictability of activity within an organization, leading to frustration and confusion. An employee's ability to manage change through resilience will determine how they respond to it. As a result, the ability to manage stress and anxiety and develop psychological capital plays an important role in attitudes to change processes (Dahl, 2011).

The aim of the organizational change should ensure that free and open communication occurs because people share their ideas freely when they are not under pressure. This provides the emergence of new perspectives. Another purpose of organizational change is gathering teams under one aim by reducing the number of members of a team. In this way, organizational management is facilitated and contributes to the budget of organizations. In that respect, the study uses surveys to research individual resistance against organizational change.

Theoretical Background

Organizational Change

Change means to make something in a different way. Anything which moves from level one to another level can change such as humans and talents. Similarly, the structure, technology,

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and mission of organizations can also be changed. These changes are carried out in two ways which are planned or unplanned changes (Eren, 2001). Planned change and stages of change are already decided. Unplanned change, change is not intended to advance the purpose and stage of the process. There is also pressure from other organizations to unplanned change. Therefore, do not resort to adapting to change (Koçel, 2005). Organizational change is compromised to reach the goal (Diefenbach, 2007). On the other hand, organizational change is a process in which existing situations transmit to targeted situations and it provides improvement to existing situations (Chen et. al., 2005). Organizations have an open system because they constantly interact with the environment. They receive data from the environment, and they try to implement it into their system. This causes some changes. These changes provide new psycho-social conditions, and cultural and political structures (Koçel, 2005). This environmental effect identifies the dimension of organizational change. There is a relationship among all the structures in the organization. When there is any change in a structure, others are also affected by this change. The adaptation process should begin to ensure balance in the organization (Özmen, 1999). For this reason, a plan should be made before the organizational change is implemented. This helps managers to be ready against possible resistance and take precautions against it. Also, it helps to increase awareness among employees and make change desirable to them. This shows that managers should pay attention to the relationships amongst format, sociality, and psychology in the organization.

Nowadays, change is important because it is a part of our lives, and it is inevitable for institutions to maintain their continuity. In addition, it helps to institutionalize the culture of the organization. New approaches and behaviors are earned for employees in the process of change. New strategies improve to increase the performance of humans. Managers who create new perspectives for the organization are chosen (Collins & Porras, 1998). Another important point of change is each change process is unique and includes differences according to the culture, environmental conditions, and structure of the organization. For this reason, the change process should not be taken from an organization, it should be adapted to the in-house processes. Otherwise, unexpected situations can appear. Some of them could be not achieving the desired goal, cost increases, loss of performance, and employee dissatisfaction (Hussey, 1997). That shows organizations should perform appropriate change processes to their organizations so that they can survive and reach success criteria. Major changes such as how to implement in the organization, communication, and education and their results are recorded by human resources. This shows how much human resources have a great role in change management (Benedict, 2007). These records show businesses grow over the years, and the descriptions of several duties and responsibilities change in the organization. That causes communication problems to arise. Business needs some social and technical changes to eliminate these kinds of problems.

Job Insecurity, Emotional Distress, and Psychological Causes

In today's environment, organizations are likely to be subject to continuous change. Job Insecurity, as one of the most prominent work stressors during organizational change. It includes findings from a scoping review about the effect of Job Insecurity on outcomes related to health (Khubchandani & Price, 2017). Job Insecurity, refers to a worker's fear of

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being unemployed after losing their current job, it is seen as "a source of stress that harms the physical and mental health of employees and reduces their motivation" (Akgunduz & Eryilmaz, 2018, p. 41). Arijanto et. al., (2019) agreed that Job Insecurity can be increased by work stress and exceed the individual's coping capacity. In turn, work stress leads to a drop in employee morale, and many decide to quit. Job Insecurity occurs in two forms, affective Job Insecurity, and cognitive Job Insecurity, which involve fear of possible unemployment and potential benefits from unemployment, respectively (Akgunduz & Eryilmaz, 2018).

In another study, Chiang (2010) found that hospitality workers see change as an external threat that causes emotional distress and negative reactions to it. Due to the high Job Insecurity rate in the organization, workers are always afraid of change initiatives as they are perceived as a threat to employment (Chiang, 2010). Resistance to change is typically evaluated in employee performance reviews. This is assessed as negative and personal to the person without considering that there may be other factors that cause this condition or that it may affect the intention to quit. There is evidence that change is a painful process due to the unpredictable circumstances employees face (Oreg et.al., 2011). Similar results were obtained by AlBattat et.al. (2013), who found that emotional strain due to work-related stress can lead to dissatisfaction and encouragement (Oreg et.al., 2011).

The success of any change initiative depends entirely on employee attitudes and responses to it. Byrd (2013) defines Psychological Distress as states of anxiety and depression that occur when a person reacts to emotional disturbances from an external environment over which control is limited. This includes discomfort, fear of loss, and external threats to one's own stability. Change creates fear and uncertainty within organizations, driving people out of comfort and into anxiety. According to Kekesi and Agyemang (2014) stress can lead to participation in certain activities as a coping mechanism, resulting in severe emotional distress.

Trust and common goals are prerequisites to reaching high efficiency in the organization. If employees do not trust managers, this causes them to become resistant. Employees think that they do not show resistance to change which they do not want to implement, after that managers lead them to implement new changes (Sverke & Hellgren, 2002). In addition, if the aim of the change is not clear, employees also show resistance to change under these circumstances. Thus, they should be informed about the change and why it is necessary. In this case, employees work unwillingly. In fact, this situation depends on the relationship between the administrator and employees and building trust between them (Cheng, et.al.,2012).

Accurate and reliable information should be transferred to employees about the change in the organization. This makes sure that everyone is informed about the change. This attitude will increase the reliability of the organization (Benedict, 2007). If employees do not know the subject of change, they feel fear under these conditions. Likewise, employees within the organization do not estimate the results of the change. Therefore, they show resistance to change. Change is an activity for the future and what the consequences of change will be in the future is not certain. This uncertainty creates stress and fear in workers. Consequently, they begin to show resistance to change. In other words, innovation means new conditions for the workers. These conditions consist of fear because people do not know whether they will adapt to new conditions or not (Weeks et.al.,2004; Moran & Brightman, 2001).

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Individual Resistance against Organizational Change

In addition, employees do not understand the aim of the changes, they also display resistance to change. For example, a lot of people hardly understand the technological changes and it is difficult to implement these changes in an organization (Smither, 1996). Uncertainty creates anxiety and fear in people. Managers should know how this situation affects employees to guide them and bring clarity to issues that create uncertainty for employees (Cannon, 2000; Soelton et al., 2020). Individuals exhibit resistance to organizational change. The level of resistance is determined by the changing levels of employee fear and is perceived to be more or less, closed-minded. Effective leadership skills are needed in order to manage this resistance. They must establish a model with their behaviour for employees. Also, they should adapt to innovations and changes to develop their visions (Zeffane, 1996).

Change is often pointed to the risk and an uncertain future. Therefore, it is unsettling for employees. The first course for management is that change is really a difficult situation in a large organization (Mühlemann et.al., 2022). Employees are one of the factors which create difficulty in an organizational change because they are afraid of change. The reason for being afraid is because of the uncertainty of whether the organization will survive or not. This situation causes resistance to change (Van Loon, 2001; Diefenbach, 2007). The reason for resistance is not only this fear but also individual habits, security, economic factors, and interpreted information (Chen et.al., 2006). Implementation of new regulations and changes are dependent on how employees perceive the process of change and strategic changes. This shows that the implementation of the change depends on employees (Werther, 2003). According to the research, organizations show that high performance is relevant to employees (Piderit, 2000). Changes create uncertainties in the job market. Some employees could want to go find another job and assure themselves. Job insecurity causes some negative effects such as complex thoughts, emotions, and physical or mental problems (Greenhalgh & Rosenblatt, 1984). Job insecurity also creates psychological distress, some physical problems, and social problems (Mohr, 2000). This situation causes anxiety problems, decreases morale and it affects the satisfaction of employees (Probst & Brubaker, 2001).

The mediating role of psychological distress on the effect of masking true feelings on job involvement is examined. Role ambiguity causes stress on employees (Kahn et al., 1964). This affects the attitudes and health of employees (Jackson & Schuler, 1985). Thus, employees want to know their position in the organization which is identified clearly (Banton, 1965). Individuals want to increase their self-esteem and improve their personal identity and social identity (Shin et.al., 2003). Identities are social actors. They interpret issues; reflect on experiences and response events (Elsbach & Kramer, 1996). There are multiple roles and identities for individuals in organizations (Wigfield & Wagner, 2005). Individuals use one of them according to conditions by keeping a role in which they are in work and non-work time (James & Jones, 1980; Katz & Kahn 1966; Sveningsson, S., & Alvesson, M., 2003) because they have different expectations on these times (Hewlin, 2003). In addition to that they do not want to cause interruptions in general so they prefer a more salient role in the organization (Ashforth, 2000; Rothbard & Edwards, 2003).

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Research Methodology

Research Purpose and Method

The research variables, hypothesis, and research model are presented below. A 17-item scale is used for individual resistance, a 5-item scale is used for job insecurity, a 20-item scale is used for emotional distress, and a 5-items scale is used for identity division to find out eventual research variables. In the questionnaire, answers range from 1-Strongly Agree to 5-Strongly Disagree. Thus low scores mean that individual resistance, job insecurity, emotional distress, or identity division is high. G*Power software is used to determine the required sample size. With 0.15 effect size, 0.05 alfa value (%95 confidence), 0.95 power, and 5 numbers of predictors, the required sample size is 138. The number of predictors is determined by a preliminary factor analysis after 250 samples have been collected. An online survey was conducted and a convenience sampling method was used to collect the data. All of the data obtained with the participation of lecturers working at different public and private universities in İstanbul province participated as respondents in this research.

Correlation and Multiple Regression Analysis are used to analyze the relationship between research variables. The relationship between demographic variables and research variables was also examined. Demographic variables are gender, marital status, education level, working sector, working position, the number of years worked in the current workplace, and a number of years worked in total. Statistical analyses are conducted using SPSS 25 package program. Pearson correlation is used for correlation coefficients because the research variables are normally distributed. Since the demographic variable groups were normally distributed within the groups, the T-test is used as the different test for the two-group variables and the ANOVA (F) test is used for the variables with more than two groups. Skewness and kurtosis values are used to measure the normal distribution. If the kurtosis and skewness values are between -2 and +2, it can be said that the variables are normally distributed (George & Mallery, 2010).

Measures and Data Analysis

In this study, the factors affecting individual resistance were to be determined. Literature review shows that job insecurity, emotional distress, and identity division are factors that can affect individual resistance. Thus the following hypotheses have been established. These hypotheses measure the effect of Job Insecurity, Emotional Distress, and Identity Division on Individually Resistance.

H_1: Job Insecurity has a significant effect on Individually Resistance.

H_2: Emotional Distress has a significant effect on Individually Resistance

H_3: Identity Division has a significant effect on Individually Resistance.

The below model (Figure 1) shows the relationship between the independent variables and the dependent variable.

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Individual Resistance against Organizational Change

Figure 1. Factors Affecting Individually Resistance

Findings and Research Results

Factor and Reliability Analysis

Principal Component Analysis (PCA) was used as the reduction method and varimax was used as the rotation method in factor analysis. KMO values for the Individually Resistance, Job Insecurity, Emotional Distress and Identity Division scales were 0.809, 0.755, 0.823, and 0.578 respectively. Bartlett's test values were significant ($p<0.05$). Items with less than 0.5 factor loadings are removed. Individually Resistance, Job Insecurity and Identity Division emerged as a single factor. The reliability values of these factors were 0.854, 0.847 and 0.684 respectively. The Emotional Distress Scale, on the other hand, emerged as 3 sub-factors. These factors are named as Excitement, Anxiety and Enthusiasm considering content of the items. The reliability values of these sub-factors were 0.878, 0.861 and 0.888 respectively. The results are presented in Table 1.

Table 1.
Factor Items and Factor Loadings

Factor Name	Items	Factor Loadings
Individually Resistance	If I find out that there will be significant changes in the way things are done in the workplace, I will most likely be stressed.	0,728
	If I find out that there will be a change in plans, I will feel a little nervous.	0,711
	It stresses me out when things don't go as planned.	0,692
	Although I know that it will not affect me, I would probably be uncomfortable with changing the performance evaluation criteria of employees.	0,678
	Changing plans is really hard for me.	0,755
	I feel a little uncomfortable with changes, even if I know it will improve me.	0,671
	Even if I know that change will benefit me in the long run, if someone forces me to change something, I tend to oppose it.	0,640
	Sometimes I find myself ignoring changes that I know will be good for me.	0,638
Job Insecurity	I may have to be transferred to a lower level position within the organization.	*
	I may have to be transferred to another position at the same level in the organization.	*
	I may have to be laid off for a short time.	*
	It is possible for me to be fired.	*
	The future of my department or my team may be uncertain.	*
Emotional Distress - Excitement	I feel enthusiastic.	0,861
	I feel involved.	0,873
	I feel frightened.	0,814

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	I feel determined.	0,856
Emotional Distress - Anxiety	I feel sad.	0,731
	I feel exited.	0,682
	I feel uneasy.	0,652
	I feel angry.	0,665
	I feel active.	0,672
	I feel embarrassed.	0,753
	I feel irritable.	0,780
	I feel careful.	0,755
Emotional Distress - Enthusiasm	I feel inspired.	0,755
	I feel agile.	0,784
	I feel tense.	0,779
	I feel strong.	0,836
	I feel guilty.	0,763
	I feel proud.	0,751
	I feel aggressive.	0,726
Identity Division	There is a profound difference between me in my social life and me in my work life.	0,743
	When I come to work, I leave my social self at home.	0,841
	The limits of the self in my social life and the self in my business life are clear.	0,752

*Since only one factor emerged, factor loads did not occur.

The factors that emerged after the factor analysis were defined as research variables and analyzed. Emotional Distress appeared in 3 sub-factors which are Excitement, Anxiety, and Enthusiasm. The name of the sub-factors is given considering the literature and factor items. In the literature review on emotional distress, the same sub-factors emerged in some studies.

Descriptives for Research Variables

The descriptive values of Job Insecurity, Emotional Distress (Excitement, Anxiety, Enthusiasm), Identity Division, and Individually Resistance are given in Table 2.

Table 2.
Descriptive Values of Research Variables

	N	Mean	Std Deviation	Minimum	Maximum
Individually Resistance	250	3,271	0,769	1,00	5,00
Job Insecurity		3,687	0,852	1,00	5,00
Emotional Distress					
Excitement		2,985	0,986	1,00	5,00
Anxiety		2,018	0,554	1,00	4,13
Enthusiasm		3,412	0,808	1,00	5,00
Identity Division		3,645	0,803	1,00	5,00

When the table is examined, it is seen that the highest mean value is for Job Insecurity. The mean of the identity division is quite close to the mean of the Job Insecurity. The lowest mean is seen in the Anxiety which is one of the sub-factors of Emotional Distress. Also, the mean value of Excitement, which is one of the sub-factors of Emotional Stress, is low. The mean value of Enthusiasm and Individually Resistance are close to each other. Standard deviation values are very close to each other for all variables except Anxiety. It should be noted that lower mean scores mean that the expressions of the variables are stronger.

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Relationships Between Variables: Correlation Analysis

The correlations between Job Insecurity, Identity Division, Individually Resistance, and Emotional Distress which is consisting of Excitement, Anxiety, and Enthusiasm sub-factors, are measured with the Pearson correlation coefficient. Analysis results are presented in Table 3.

Table 3.
Mean, Standard Deviation and Correlation Values for Research Variables

	1	2	3	4	5	6
1. Individually Resistance	1					
2. Job Insecurity	,331**	1				
3. Excitement	0,052	0,049	1			
4. Anxiety	-,313**	-0,041	0,072	1		
5. Enthusiasm	,552**	,294**	0,058	-,182**	1	
6. Identity Division	,434**	,231**	0,114	-0,115	,709**	1

It is seen from the table that there is no significant correlation between Individually Resistance and Excitement, which is one of the sub-factors of Emotional Distress. There is a significant, positive, and moderate correlation between Individually Resistance and Job Insecurity (r=0.331; p=0.000), Individually Resistance and Identity Division (r=0.434; p=0.000), and also Individually Resistance and Enthusiasm (r=0.552; p=0.000) which is one of the sub-factors of Emotional Distress. There is a significant, negative, and moderate relationship between Individually Resistance and Anxiety (r=-0.313; p=0.000), which is one of the sub-factors of Emotional Distress. In this case, it is seen that as Job Insecurity, Enthusiasm, and Identity Split increase, Individually Resistance also increases, but as Anxiety increases, Individually Resistance decreases.

Hypothesis Testing: Regression Analysis

In this study, it is analyzed whether Excitement, Anxiety, and Enthusiasm, which are the sub-factors of Job Insecurity, Emotional Distress, and Identity Division have a significant effect on Individually Resistance. Multiple regression analysis was used for the effect of Emotional Distress on Individually Resistance, and simple regression analysis was used for the effect of Job Insecurity and Identity Division. Assumptions were checked before regression analysis. It is found that there is a linear relationship between independent variable(s) and dependent variable (linearity). This assumption checked by scatter plots. There is no high correlation between independent variables (multicollinearity). Pearson correlation coefficient is calculated between independent variables and the highest correlation value found as 0.709 which is less than 0.9. Error terms are normally distributed (normality). Standardized residuals are saved and checked if they are normally distributed by Q-Q plot. There is no relationship between successive error terms (no auto correlation). Durbin Watson values are between 1.5 and 2.5. Error term are the same across all values of the independent variables (homoscedasticity). This assumption checked by scatterplots between residuals and predicted values. Any of the assumptions are not violated thus simple and multiple regression analysis were conducted. Analysis results are given in Table 4.

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Table 4.
Factors Affecting Individually Resistance

	Beta	Sig.		Beta	Sig.		Beta	Sig.
Job Insecurity	0,299	0,000	Anxiety	-0,306	0,000	Identity Division	0,416	0,000
			Excitement	0,488	0,000			
R^2	0,109		Adjusted R^2	0,346		R^2	0,189	
N	250		N	250		N	250	
F	25,916		F	57,056		F	49,023	
Sig	0,000		Sig	0,000		Sig	0,000	
S.E.	0,72779		S.E.	0,62223		S.E.	0,6947	

When we look at the table 4, it is seen that Job Insecurity has a significant and positive effect (β= 0.299; p<0.05) on Individually Resistance. In this case, it can be said that as job insecurity increases, Individually Resistance will increase. R^2 value show that job insecurity explains 10.9% of Individually Resistance. Although this rate is low, it is seen that Individually Resistance can be explained by job insecurity.

Anxiety, which is one of the sub-dimensions of emotional stress, has a significant and negative (β= -0.306; p<0.05) effect on Individually Resistance, while the Enthusiasm has a significant and positive (β= 0.488; p<0.05) effect. In this case, it can be said that as anxiety increases, Individually Resistance will decrease, and as enthusiasm increases, Individually Resistance will increase. The effect of the variable of enthusiasm on Individually Resistance is greater than that of the variable of anxiety. R^2 value show that these two variables, which are sub-dimensions of emotional stress, explain 34.6% of Individually Resistance. It can be said that emotional distress significantly affects individually resistance.

Identity division has a significant and positive effect (β= 0.416; p<0.05) on Individually Resistance. In this case, it can be said that as identity division increases, Individually Resistance will increase. R^2 value show that identity division explains 18.9% of Individually Resistance. Although this rate is low, it is seen that Individually Resistance can be explained by identity division.

Demographic Findings

In this section, the relationship of demographic variables with the research variables were examined. Research variables are Job Insecurity, Identity Division, Individually Resistance and Emotional Distress. Emotional Distress has 3 sub-factors which are Excitement, Anxiety and Enthusiasm.

T-test is used to determine whether the demographic variables with two groups differ significantly according to the research variables. The mean scores of the groups with a significant difference is compared and the results were interpreted. ANOVA (F) test is used to determine whether the demographic variables with more than two groups differs significantly according to the research variables. If there is a significant difference for demographic variables which has more than two groups, a pairwise comparison calculated with the Tukey HSD test, one of the post-hoc tests. Groups with significant differences interpreted by checking the mean scores of the groups.

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Demographic Characteristics of Participants

Demographic characteristics of the participants can be seen in Table 5 below.

Table 5
Demographic Characteristics of the Participants

Gender	Frequency(N=250)	Percent
Male	132	52.8
Female	118	47.2
Marital Status	**Frequency (N=250)**	**Percent**
Married	134	53.6
Single	116	46.4
Education	**Frequency (N=250)**	**Percent**
High School	45	18.0
Bachelor	130	52.0
Master/Doctorate	75	30.0
Sector	**Frequency (N=250)**	**Percent**
Private	202	80.8
Public	48	19.4
Position	**Frequency (N=250)**	**Percent**
Assistant Specialist	47	18.8
Specialist	81	32.4
Senior Specialist	41	16.4
Mid-Level Manager	50	20.0
Senior Manager	31	12.4
Current Experience	**Mean**	**Std. Deviation**
	5.31	5.842
Total Experience	**Mean**	**Std. Deviation**
	10.72	8.053

A total of 250 people participated in the research. 134 of the participants are women and 118 of them are men. The proportion of women is slightly higher than that of men. While slightly more than half of the participants (53.6%) are married, the rest are single. More than half of the participants (52.0%) have a bachelor's degree. The ratio of high school graduates and doctorate graduates are 18.0% and 30.0%, respectively. While most of the participants (80.8%) are in the private sector, 19.4% are in the public sector. While the participants are mostly specialist (32.4%), the ratio of other positions are close to each other. The mean of current and total work experience of the participants are 5.31 and 10.72 years respectively. However, high standard deviations indicate that range of the current and total work experience is wide.

Relationships Between Demographic and Research Variables

It was tested whether the mean scores of the variables of Excitement, Anxiety and Enthusiasm, which are the sub-factors of Emotional Distress, Job Insecurity, Identity Division, and Individually Resistance differ significantly according to gender, marital status, sector, education level, position in the workplace and experience in the workplace. Results in the table 6 show that the mean score of none of the research variables differ significantly according to gender and marital status groups ($p>0.05$).

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Table 6.
Findings Related to Gender and Research Variables and Marital Status and Research Variables

		Statistical Values				T-test		
Gender		**N**	**$\bar{X}$**	**Sd**	**Shx**	**t**	**df**	**Sig.**
Individually Resistance	Male	132	3,255	0,775	0,073	-0,306	211	0,760
	Female	118	3,288	0,766	0,077			
Job Insecurity	Male	132	3,767	0,711	0,067	1,462	211	0,145
	Female	118	3,596	0,986	0,099			
Excitement	Male	132	3,053	0,991	0,093	1,079	211	0,282
	Female	118	2,907	0,979	0,098			
Anxiety	Male	132	1,963	0,507	0,047	-1,574	211	0,117
	Female	118	2,082	0,600	0,060			
Enthusiasm	Male	132	3,416	0,769	0,072	0,082	211	0,935
	Female	118	3,407	0,855	0,086			
Identity Division	Male	132	3,728	0,670	0,063	1,631	211	0,104
	Female	118	3,549	0,927	0,093			
Marital Status		**N**	**$\bar{X}$**	**Sd**	**Shx**	**t**	**df**	**Sig.**
Individually Resistance	Married	134	3,279	0,790	0,073	0,177	211	0,860
	Single	116	3,260	0,748	0,076			
Job Insecurity	Married	134	3,659	0,858	0,080	-0,537	211	0,592
	Single	116	3,722	0,848	0,086			
Excitement	Married	134	3,073	1,057	0,098	1,437	211	0,152
	Single	116	2,879	0,887	0,090			
Anxiety	Married	134	2,031	0,550	0,051	0,375	211	0,708
	Single	116	2,003	0,561	0,057			
Enthusiasm	Married	134	3,502	0,786	0,073	1,800	211	0,073
	Single	116	3,303	0,826	0,084			
Identity Division	Married	134	3,681	0,805	0,075	0,720	211	0,472
	Single	116	3,601	0,803	0,082			

In this case, there is no significant difference between men and women in terms of Individually Resistance, Emotional Distress, Job Insecurity, and Identity Division. In addition, there is no significant difference between married and single people in terms of Individually Resistance, Emotional Distress, Job Insecurity, and Identity Division. Results in the table 7 show that only the mean score of Individually Resistance differs significantly according to the public or private sector groups ($p<0.05$), but the mean score of the other variables does not differ significantly ($p>0.05$).

Table 7.
Findings Related to Sector and Research Variables

		Statistical Values				T-test		
Sector		**N**	**$\bar{X}$**	**Ss**	**Shx**	**t**	**df**	**Sig.**
Individually Resistance	Private	202	3,321	0,761	0,056	2,456	211	**0,015**
	Public	48	2,948	0,754	0,140			
Job Insecurity	Private	202	3,707	0,861	0,063	0,828	211	0,409
	Public	48	3,566	0,800	0,149			
Excitement	Private	202	2,984	0,981	0,072	-0,039	211	0,969
	Public	48	2,991	1,032	0,192			
Anxiety	Private	202	2,000	0,551	0,041	-1,208	211	0,228
	Public	48	2,134	0,568	0,105			
Enthusiasm	Private	202	3,450	0,803	0,059	1,724	211	0,086

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	Public	48	3,172	0,816	0,151			
Identity Division	Private	202	3,683	0,778	0,057	1,757	211	0,080
	Public	48	3,402	0,927	0,172			

Considering the mean scores, Individually Resistance in the private sector ($\overline{X}$=3,321; n=202) is lower than in the public sector ($\overline{X}$=3,321; n=48). There is no significant difference between private and public sector groups for other research variables. Results in the table 8 show that the mean scores of all variables differed significantly according to the education level groups (p<0.05) except Individually Resistance and Anxiety.

Table 8.
Findings Related to Education and Research Variables

		Statistical Values				F Test (ANOVA)		
Education		N	$\overline{X}$	Sd	Shx	F	df	Sig.
Individually Resistance	High School	45	3,000	0,826	0,144	2,506	2	0,084
	Bachelor	130	3,306	0,742	0,068			
	Master/Doctorate	75	3,347	0,772	0,098			
Job Insecurity	High School	45	3,448	0,907	0,158	3,418	2	**0,035**
	Bachelor	130	3,819	0,838	0,077			
	Master/Doctorate	75	3,565	0,817	0,104			
Excitement	High School	45	2,576	0,947	0,165	3,466	2	**0,033**
	Bachelor	130	3,072	1,009	0,093			
	Master/Doctorate	75	3,036	0,921	0,117			
Anxiety	High School	45	2,030	0,637	0,111	0,501	2	0,607
	Bachelor	130	1,986	0,538	0,050			
	Master/Doctorate	75	2,073	0,543	0,069			
Enthusiasm	High School	45	3,065	0,836	0,146	3,783	2	**0,024**
	Bachelor	130	3,494	0,809	0,074			
	Master/Doctorate	75	3,440	0,754	0,096			
Identity Division	High School	45	3,303	0,907	0,158	3,691	2	**0,027**
	Bachelor	130	3,723	0,760	0,070			
	Master/Doctorate	75	3,677	0,792	0,101			

Tukey HSD test, which is one of the post hoc tests, is used to determine which groups caused these differences. As a result, it has been observed that Associate/High School graduates have more job insecurity, are more excited and enthusiastic, and experience more identity divisions than undergraduate and graduates. Considering the position groups, it is seen from the table 9 that only the mean scores of job insecurity among the research variables differed significantly according to the position groups (p<0.05).

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Table 9.
Findings Related to Position and Research Variables

		Statistical Values				F Test (ANOVA)		
Position		N	$\overline{X}$	Ss	Shx	F	df	Sig.
Individually Resistance	Assistant Specialist	47	3,025	0,702	0,111	2,413	4	0,050
	Specialist	81	3,324	0,759	0,088			
	Senior Specialist	41	3,290	0,814	0,140			
	Mid-Level Manager	50	3,209	0,833	0,127			
	Senior Manager	31	3,625	0,605	0,129			
Job Insecurity	Assistant Specialist	47	3,725	0,852	0,135	2,732	4	**0,030**
	Specialist	81	3,686	0,748	0,087			
	Senior Specialist	41	3,512	1,002	0,172			
	Mid-Level Manager	50	3,535	0,833	0,127			
	Senior Manager	31	4,191	0,838	0,179			
Excitement	Assistant Specialist	47	3,206	0,913	0,144	1,607	4	0,174
	Specialist	81	2,797	1,002	0,117			
	Senior Specialist	41	2,882	1,021	0,175			
	Mid-Level Manager	50	3,081	0,979	0,149			
	Senior Manager	31	3,182	0,961	0,205			
Anxiety	Assistant Specialist	47	2,144	0,549	0,087	1,727	4	0,145
	Specialist	81	2,054	0,590	0,069			
	Senior Specialist	41	2,063	0,622	0,107			
	Mid-Level Manager	50	1,881	0,409	0,062			
	Senior Manager	31	1,869	0,535	0,114			
Enthusiasm	Assistant Specialist	47	3,357	0,771	0,122	0,781	4	0,539
	Specialist	81	3,319	0,815	0,095			
	Senior Specialist	41	3,466	0,890	0,153			
	Mid-Level Manager	50	3,468	0,778	0,119			
	Senior Manager	31	3,630	0,793	0,169			
Identity Division	Assistant Specialist	47	3,692	0,749	0,118	0,598	4	0,665
	Specialist	81	3,550	0,806	0,094			
	Senior Specialist	41	3,657	0,912	0,156			
	Mid-Level Manager	50	3,659	0,747	0,114			
	Senior Manager	31	3,833	0,847	0,181			

Tukey HSD test, which is one of the post hoc tests, is used to determine which groups caused this difference. As a result, it was seen that senior managers ($\overline{X}$=4,191; n=31) had less job insecurity than other positions. In other words, positions other than senior managers feel more job insecurity. Looking at current and total experience, correlation values can be seen in the Table 10 below.

Table 10.
Findings Related to Experience and Research Variables

	Individually Resistance		Job Insecurity		Excitement	
	r	p	r	p	r	p
Current Experience	-0,110	0,110	-0,022	0,753	0,030	0,660
Total Experience	-0,030	0,664	-0,084	0,221	0,004	0,958
	Anxiety		Enthusiasm		Identity Division	
	r	p	r	p	r	p
Current Experience	-,149*	**0,030**	-,171*	**0,012**	-,229**	**0,001**
Total Experience	-0,129	**0,061**	-0,129	0,060	-,199**	**0,004**

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There is a significant correlation (p <0.05) between identity division and current experience (r=-0.229) and between total experience (r=-0.199). There is also a significant correlation between enthusiasm (r=-0.149) and current experience and also between anxiety (r=-0.171) and current experience. All relationships are negative. In this case, it can be said that as the current and total experience increases, the identity division scores decrease and therefore the division scores increase. In addition, as the current experience increased, the Enthusiasm score decreased. In this case, the increase in the current experience means an increase in enthusiasm. It should be noted that an increase in the scores of the research variables means an increase in the opposite of the expressions. For example, an increase in the Individually Resistance score means that Individually Resistance decreases.

Discussion and Conclusions

A healthy workforce is the cornerstone of a good organization, but worrying about the recession, making budgetary cuts, reducing salaries, and making significant financial sacrifices causes great distress. Employees who are extremely worried or depressed often shut down and ignore instructions because they lack the motivation to defend themselves and since each activity may seem pointless (Obrenovic et al.,2021). Both depression and anxiety were associated with impaired psychosocial and occupational functioning (Hussain et al., 2011). Employee roles and responsibilities are vague, and conflicts and disagreements are inevitable as duties and priorities shift rapidly as policies and corporate practices change as the pandemic progresses. Many of the protests against changes in operational approaches in response to volatile markets are based on ignorance and hostility to emerging threats, and ongoing fears and fears related to employee current, future employability, and job loss. It manifests itself as a result of suffering from instability. Income and social support, work-related financial and non-financial benefits, as threats can lead to deprivation of important psychological resources (Jofre-Bonet et al., 2018).

In this study, the factors affecting Individual Resistance have been determined. As a result of simple and multiple regression analyses, it is seen that all independent variables significantly affect Individual Resistance. Job Insecurity has a significant and positive effect on Individual Resistance. Job insecurity explains 10.9% of Individually Resistance. Although this rate is low, it is seen that Individual Resistance can be explained by job insecurity. It was seen that Anxiety has a significant and negative effect on Individual Resistance, while Enthusiasm has a significant and positive effect. These two variables, which are sub-dimensions of emotional distress, explain 34.6% of Individual Resistance. It can be said that emotional distress significantly affects Individual Resistance. The identity division has a significant and positive effect on Individual Resistance. The identity division explains 18.9% of Individual Resistance. Although this rate is low, it can be said that Individual Resistance can be explained by the identity division.

The relationships between demographic variables and research variables were also examined. As a result of the analyses, it was seen that none of the research variables differed significantly according to gender and marital status groups. Individual Resistance, one of the research variables, differed significantly according to public and private sector groups. It is seen that Individual Resistance in the private sector is lower than in the public sector. For

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job insecurity, excitement, enthusiasm and identity fragmentation, associate/high school graduates have more job insecurity, are more excited and enthusiastic, and experience more identity division than bachelor and master graduates. The job insecurity variable differed significantly according to the position groups. It is seen that senior managers had less job insecurity than other positions.

There is a significant correlation between identity fragmentation and current and total experience. There is also a significant correlation between enthusiasm, anxiety and current experience. It can be said that as the current and total experience increases, the identity division also increases. In addition, increasing existing experience means increasing enthusiasm.

Job insecurity is currently a major concern for employees who remain uncertain about their income future. Mentally distressed workers become defensive and develop evasive habits, leading to resistance to change initiatives. At the same time, anxiety and stress caused by Job insecurity can reach levels beyond one's coping capacity and lead to voluntary quitting decisions. Mentally distressed workers become defensive and develop evasive habits, leading to resistance to change initiatives. At the same time, anxiety and stress from job insecurity can reach levels beyond coping capacity and lead. Resistance to change is heavily influenced by job anxiety and psychological distress. It suggests a deeper approach to employee resistance to change, especially when conducting performance reviews in the organization (Baquero, 2022). While psychological distress may be a specific concept determined by non-psychologists, resistance to change is a concept commonly used by hotels and human resources managers when conducting performance reviews.

Many researchers analyzing the impact of psychological distress on employee turnover intentions use the psychological contract theory. According to Blomme et. al. (2010), a psychological contract is a form of mutual agreement between an employer and an employee in which each party is expected to fulfill its obligations. The same study also found that employees were more likely to leave when they perceived unfairness or psychological breach of contract (Blomme et al., 2010).

As a result, managers realize that the change process is not an easy process for employees. They must be trained on organizational change management before the process and/or the change process should be carried out under expert supervision. To eliminate the organizational change resistance of the employees and change the positive consequences of change for both the organization and themselves. This belief enables employees to take decisions that concern them and become stronger to the extent that they are given the opportunity to participate in the implementation of organizational change and the chance of success of organizational change is also increasing.

This study has several limitations that could be addressed in future studies. One of the organizations in the sample were located in the same country. Future studies could analyze organizations in different cities and countries. Collecting questionnaires at different stages over time as a longitudinal study may add value to this study. Further understanding of this issue may be gained by incorporating an analysis of mitigation impacts.

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Ms. Tugba Kucukatalay is working as IT Project Manager at Capgemini in the Netherlands. She graduated from Yeditepe University as, Information Technology Teacher Education. Her main major is Computer Engineering, and she has a master's degree in the Engineering Management Department at Marmara University. She has 6+ years of solid experience and diverse capabilities in Information and Communication Technology, Geographic Information Systems, Aerospace and Defense, Bank-Technology, and Consultancy. Her recent experience was managing long-term projects at Information and Communication Technologies Authority in Ankara/Turkey. She had the management responsibility of critical projects from begin to delivery. In her free time, her endeavor is to engage in activities such as acrylic painting, traveling, muay-thai and challenge herself by joining new sports. Apart from that she likes peerless conversation with friends with a cup of hot coffee. Her greatest passion is touching the heart of people and technology to add value to life with modesty.

Dr. Pelin Vardarlıer is an Associate Professor in Management and Strategy at Istanbul Medipol University in Istanbul (Turkey). She received a Ph.D. in Business Administration at Beykent University, Turkey. She has worked in managerial and management positions in total quality and human resources departments in various sectors for more than 10 years. She has Innovative Entrepreneurs Empowering and Making Difference Mentoring and ICF Certified Professional Coaching training certificates. Her research interests cover topics in the field of strategy and human resource management, such as leadership, mentoring, and coaching. She is also focusing on digital transformation, digital HRM, gamification, and social media management. She performed research projects at the national and international levels. She has many articles and book chapters published on these subjects in the most indexed Springer, Scopus, SCI-Expanded, and SSCI journals. She is currently working as the head of the human resources management department at Istanbul Medipol University.

Dr. Özalp Vayvay holds a bachelor's degree in chemical engineering. He holds his master's and doctorate degrees in industrial engineering. He was the head of engineering management at the institute of science for about 18 years. He also served as the head of the production management department at the Faculty of Business Administration for 2 years. His research interests are supply chain management, technology and innovation management, process management and business process reengineering,, multi-criteria decision-making techniques, process management, and risk management. He has been a thesis advisor to many graduate students in these subjects in different industries. He has many articles published on these subjects in the most indexed SCI-Expanded and SSCI journals. He worked as a researcher and executive in some projects. He retired from Marmara University last year. He is currently working as the Dean of the Faculty of Administrative Sciences at Istanbul Health and Technology University.

Dr. Recep Özsürünç graduated from Marmara University, Department of Business Administration in 2012. He also completed his master's degree in quantitative methods at Marmara University and graduated in 2017. His master's thesis is "The Effect of Perceived Risk on Online Shopping in Turkey". He used structural equation modeling for his thesis. He completed his doctorate in quantitative methods at Istanbul University in 2022. His doctoral thesis is "Examination of Logistic Regression Models in Data Mining". He worked as an Auditor at Albarakatürk Participation Bank for 2.5 years. He worked as a research assistant at Medipol University for 7 years. He has been working as an Assistant Professor at Medipol University since 2022. His main field of study is Statistics. He also works in data analysis, data mining, and related fields. It can use SPSS, AMOS, Jamovi, R programming as well as Microsoft Office software as a tool for data analysis.

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