

**RESISTANCE TO ORGANIZATIONAL CHANGES OF THAI
EMPLOYEES IN BANGKOK**



JAROSSANON THOVICHA

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2015**

**RESISTANCE TO ORGANIZATIONAL CHANGES OF THAI
EMPLOYEES IN BANGKOK**



JAROSSANON THOVICHA

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2015**



© 2015
Jarossanon Thovicha
All Rights Reserved

**The Research has been approved by
Stamford International University
The Graduate School**

Title: Resistance to Organizational Change of Thai Employees in Bangkok

Researcher: Jarossanon Thovicha

The Thesis Committee:

Chairman

(Assoc.Prof.Dr.Chanongkorn Kuntobutr)

Advisor

(Dr.Martin Goerlich)

Committee Member

(Dr.Ronald Vatananan)

Committee Member

(Dr.Chompunuch Jittithavorn)

(Dr.Apitep Saekow)

Dean of Graduate School

July, 2015

Title: Resistance to Organizational Changes of Thai Employees in Bangkok
Researcher: Jarossanon Thovicha **Student ID:** 013230002
Degree: Master of Business Administration
Advisors: Dr. Martin Goerlich
Academic year: 2015

Abstract

The objective of this study attempted to better understand the cause of possible resistance to change among Thai employees.

Research Methodology applied to this study was qualitative methodology in order to provide depth and detail of the study. The research was to clarify the reason of resistance among Thai employees. The interview consisted of 10 Thai employees who worked in Bangkok.

Research findings were as follows: (1) Thai people accepted and understood the need of change. They opened and realized that change was an inevitable situation as organization needed to adapt change faster than the competitors to remain a leading edge in the market. (2) Organizational change affecting to personal benefit and expectation were the biggest part of the resistance among Thai employees. Moreover, mislead of employees' expectation was also linked to benefit issue. (3) Communication within organization played a significant role to facilitate organizational change. It allowed organization to ask for employees' feedback and discussion in order to find the best way out of change situation. In the other hand, a very excellent communication would be useless if change affected to employees' benefit. Cutting employees' benefit was a negative signal and indication that organization was careless about employees. Hence, employees' benefit and expectation were issues of Thai employees' resistance to organizational change.

Keywords: Resistance to change, Qualitative research, Thai employees

ACKNOWLEDGMENT

I would like to express my deep appreciation to Dr. Martin Goerlich, my research advisor, for his guidance, encouragement and recommendation of this research. I would also like to thank committee's members for their advice and commendation during defense exam. My grateful thanks are also extended to Stamford's administration staff of graduated school for all notifications in keeping my progress on schedule.

In addition, I would like to thank all interviewees in giving me the useful information and sharing their interesting experiences.

Finally, I wish to thank my family for their driven and cheerful throughout all difficulties of my study.

Jarossanon Thovicha

CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGMENT	ii
CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1 INTRODUCTION	
1.1 Statement of the Problems.....	1
1.2 Objectives.....	4
1.3 Significance of the Study.....	4
1.4 Scope of the Study.....	5
1.5 Research Question.....	5
1.6 Conceptual Framework.....	5
1.7 Definitions of Term.....	6
CHAPTER 2 LITERATURES REVIEW	
2.1 Organizational Change and Development.....	7
2.2 A Different View on Resistance to Change.....	9
2.3 Employee Resistance to Organizational Change.....	10
2.4 Antecedents to Willingness to Participate in a Planned Organizational Change.....	15
2.5 On Organizational Becoming: Rethinking Organizational Change.....	19
2.6 Challenging “Resistance to Change”.....	21
2.7 Resistance: A Constructive Tool for Change Management.....	24
2.8 The Role of Communication in Organizational Change.....	25
2.9 Managing Resistance to Change.....	27
CHAPTER 3 RESEARCH METHODOLOGY	
3.1 Research Method and Design.....	30

CONTENTS (Cont.)

	Page
3.2 The Selection Process of Participants.....	30
3.3 Data Collecting Procedure and Analysis.....	32
3.4 Ethical Assurances.....	33
CHAPTER 4 RESEARCH FINDINGS	
4.1 Attitude towards Changes in Daily Life and Organization.....	34
4.2 Cause of an Individual Resistance to Changes in Organization.....	37
4.3 Identification of Resistance to Organizational Change among Colleagues.....	40
CHAPTER 5 SUMMARY, CONCLUSION & RECOMMENDATION	
5.1 What is your opinion about changes in your daily life and your organization?.....	43
5.2 What can be reason for you to resist changes in your organization?.....	45
5.3 What can be reason for employees to resist changes in your organization?.....	46
5.4 Conclusion.....	47
5.5 Recommendations for Practice.....	48
5.6 Limitations of the Study.....	49
5.7 Recommendations of Further Study.....	49
REFERENCES.....	50
APPENDICES	
Appendix A Interview Questionnaire.....	64
Appendix B Interview Transcripts.....	66
BIOGRAPHY.....	80

LIST OF TABLES

	Page
Table 2.1 Resistance to Change: Causes and Strategies.....	22
Table 3.1 Decoding of participants.....	31
Table 3.2 Three types of interview.....	32
Table 5.1 Summary: findings of question 1.....	43
Table 5.2 Summary: findings of question 2.....	45
Table 5.3 Summary: findings of question 3.....	46



LIST OF FIGURES

	Page
Figure 1.1 Conceptual Framework.....	5
Figure 2.1 Theoretical Model of Factors Influencing Employees' Willingness to Participate in Organizational Change.....	17
Figure 2.2 Conceptual Model of Communication during Organizational Change.....	27



CHAPTER 1

INTRODUCTION

1.1 Statement of the Problems

Organization is confronted with an endless change (Herscovitch and Meyer, 2002). Change has become the steady state of the organization. Since organizational change is required for short-term competitiveness and long-term survival (Leana and Barry, 2000), it is needed to adjust to the new demands of environments (Coch and French, 1948). The complexity of organizational environment increases but its predictability decreases (Emery and Trist, 1965). Workforces are becoming increasingly complex and tough. The speeding up of change is accompanied by an increase in the information needed to keep up with all developments. Organizational change requires employees adapting to change occurred in organization (Fugate, Kinicki and Prussia, 2008). At the same time, organization is faced with the widespread notion that people do not want to change. Some people can handle changes that happened around, but, some people cannot handle the overloaded changes (Bennebroek, 2003).

Organizational change's research has been principally dominated by a macro, systems-oriented focus. Some researchers have stated that micro, person-oriented focus relating to issues important in change (Bray, 1994); however micro-level research on organizational change remains limited. The study to understand employees' experience towards change is growth (Judge et al., 1999). Researchers investigate the employees' commitment to organizational change (Herscovitch and Meyer, 2002; Noble and Mokwa, 1999). The resistance to organizational change may be expressed by the reduction of output, aggression, work slowdowns, or distrust (Lawrence, 1958). Some employees do not enjoy dealing with changes, especially a lot of change all at once. They prefer to stay with the status quo which is more comfortable.

The employees' support and cooperation are necessary for change's succeeding. The studies which focus on encouraging employees' cooperation of

change initiatives examine interferences of employees' participation in designing new roles (Coch and French, 1948). More than two decades, research about employees' attitudes has been concerned with relationship between job characteristics and responses (Fried and Farris, 1987; Taber and Taylor, 1990). The concordance between individual needs and job characteristics motivates employees' attitudes (Hackman and Lawler, 1971; Hackman and Oldham, 1975). Role of communication about organizational change to provide subordinates with a workable certainty which influences subordinates' interpretations (Maitlis, 2005).

The organizational change is viewed as a challenging issue in organizational life, associated with negative outcomes such as job loss, status quo, conflict, and threats to the psychological well-being of employees (Ashford, 1988; Schweiger and DeNisi, 1991). Lau and Woodman (1995) argued that reactions to organizational change are affected by the individuals and are represented knowledge structures of change characteristics, and relationships among change events. Change itself can cause too many pressures. Sometimes, it is phenomenon, which is difficult to hold. The tendency of individuals to seek out or avoid risky scenarios has typically been seen as entirely situational (Kahneman and Tversky, 1979). Managing change has become the definitive managerial responsibility as organization continually engage with change (Kanter, Stein, and Jick, 1992). Folkman, Lazarus, Gruen, and DeLongis (1986) stated that change is defined as behavioral efforts to manage demand of individual environment transaction that exceed the person's resources (Folkman, Lazarus, Gruen, and DeLongis, 1986).

The willingness to change refers to acceptance of need of change and the attitude towards proposed changed (Armenakis, Harris, and Mossholder, 1993). Organizational change challenges existing procedure which may result in individuals experience uncertainty and fears about failure to cope with the new situation (Coch and French, 1948). It is so obvious that too much change will put a strain on people and organizations. The emotional reaction associated with change is the first of all stimulation. It may develop either into a positive feeling or into a negative one. People involved in change management need to recognize pressure and stress which are put on employees because of continuous organizational change (McHugh, 1997). When people are lack of understanding, it can generate confusion, tension and fear which is

considered to be an obstacle to change planning and implementation (Armenakis and Bedeian, 1999). In order to be virtually significant, coping with change must be related evocative adjustability to individual and organization. Organization can successfully cope with high degrees of change should be more gratified and dedicated to the organization. Wanberg and Banas (2000) found that positive attitudes toward change were related to job satisfaction. Negative attitudes toward change have also been related to lower job satisfaction (Schweiger and DeNisi, 1991).

Advanced technologies, global markets, and mobile capital build up pressures (Leana and Barry, 2000) and make the world shrink. Change from the adoption of new technology is common in most organizations. Products and services are trading across the border and expand in many different territories. Today's growing in communication technology represents changes that allow organizations to learn more quickly than ever before. It is a phenomenon that affect to incremental of market's competition. Globalization provides a global market for companies to trade their products which can create economic growth in many countries. Because of this, globalization's event has high impact to all businesses around the world. Any situation that occurs in any part of the world can spread out in a minute. It can strengthen and can destroy reputation of the business in the same time.

Resistance is considered as common reaction to organizational change (Caldwell et al., 2004). Although resistance is one major barrier of change effort, both always go together (Bennebroek, Werkman, and Boonstra, 2003; Heller, Pusic, Strauss, and Wilpert, 1998). Moreover, resistance to change is an important factor that influent the success and organizational change effort (Waddell and Sohal, 1998). The capability to handle the shifting contextual forces becomes a key of competitive advantage and organizational survival (D' Aveni, 1994). If organization fails to understand, adapt and catch up with it, its businesses will be collapsed. Therefore, every business needs to manage change both internal and external to survive.

Although change management literature has provided frameworks and methodologies to manage change, the results are quite unsatisfactory. 70% of change initiatives fail (Beer and Nohria, 2000). The main reason of failure is the development of negative attitude towards change initiatives. These ongoing change efforts can put a strain on both organizations and on individuals. Employees' attitude towards change

impact their confidence, productivity and turnover (Iacovini, 1993; Eby et al., 2000). Finding the root causes of organizational change will help to improve managing resistance in the effective way. It will help organizations to expand and grow their businesses organically and sustainability.

1.2 Objective

Organizational change is challenge issue and may generate resistance of individual employee, but resistance to change is unavoidable, and organization must be prepared to respond to it (Fine, 1986). Therefore, the objective of this research is to better understand the cause of possible resistance to change among Thai employees.

1.3 Significance of the Study

As mentioned earlier, the world is a rapid change. Change is everywhere. It allows organization to develop and revise their new skills or products that will generate higher profit and higher performance. This helps organization to better compete with its rivals in this tough market. Every organization needs to adapt to those changes occurred, while, the organization that is unable to adapt to change will never survive in the market for now. The resistance to change in organization is the barrier that intercepts organically growth and competitive advantage in today global market. Globalization is connecting and reshaping the survival of organizations throughout the world. Emerging technologies, new knowledge, global economy, as well as political and cultural changes are creating a new context for organization. The capacity to change has become a core competency for every organization. However, there are many people trying to resist change and do not realize that change itself is constant. Even if they resist or avoid it, it will enter to life anyway.

Therefore, this study attempts to understand the Thai employees' viewpoint to change initiatives, identify the reason of the resistance among them, and the difficulties of them to confront and adapt to the change in organization. Moreover, this study will help to recognize in-depth reason of the resistance among Thai employees. It is very useful for organization which has high number of Thai working in the company. Additionally, understanding the root cause behind their resistance helps organization to apply the right strategy and right solution to solve the problem more

effectively. And when organization has well-managed resistance, it will improve organization's performance as change can take place very quick to compete and fight back to its rivals in time.

1.4 Scope of the Study

The study focuses on Thai employees who are graduated Bachelor's degree or above; and works at any organization in Bangkok. The research is conducted to identify and understand the reason of resistance to change among Thai employees. It will be further valuable for any organization which has Thai employees and will be a facilitator to apply the existing strategies to solve resistance in organization.

1.5 Research Question

In order to align the research question with the objective of the study, the research question would be "What are the reasons why Thai employees in Bangkok resist to change?".

1.6 Conceptual Framework

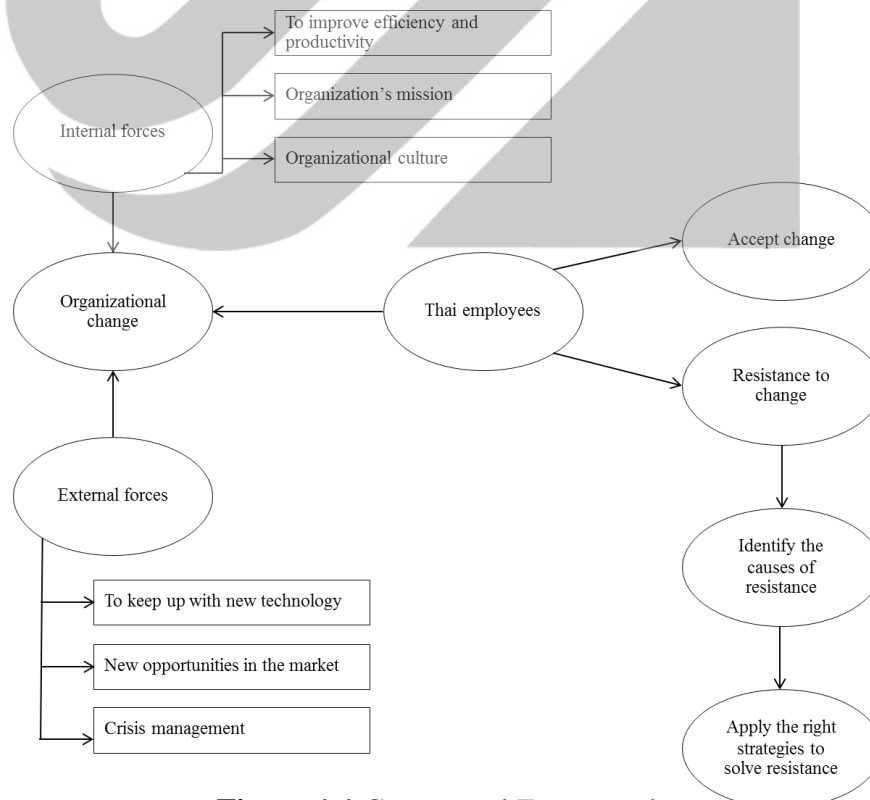


Figure 1.1 Conceptual Framework

1.7 Definitions of Term

Organizational change is a company or organization which has a transition from its current state to another. Organizational change take places when business strategies or major sections of an organization are altered. It is also identified as reorganization, restructuring and turnaround. Refer to figure 1.1, there are internal and external factors that force organization to change. The internal forces of organization refer to events, people, systems, structures and conditions inside the organization. The organization's mission, organizational culture and management's style are factors associated with the internal environment. Internal environment influences organizational activities, decisions and employee's attitudes. Changes in internal environment can have an impact on the organization. Moreover, the external forces are factors that occur outside the organization and cause change inside organization. Technological advancements, customers, market's opportunities and competition, and crisis situation are external factors that influence the organization. Although the external environment occurs outside the organization, it can influence on current operations, growth and long-term sustainability of organization.

Thai employees refer to people who work for any organization for a salary. They have to be Thai citizen and can be both male and female. Applying change initiatives to organization perhaps can create resistance among employees. Those who can accept and cope with change are fine but those who resist to the change can be the obstacle for organization to apply and drive change initiatives. This causes organization cannot catch up market's situation well and cannot remain their competitive advantage in the market. Insight studying and identifying the cause of the resistance among employees will generate more effectiveness of resistance management. It allows organization's management to select and apply the right strategies to manage resistance to change in a particular organization. Everyone currently cannot avoid change. Change becomes a necessary part of an organization. As this research focuses on resistance among Thai employees, finding the cause of resistance will help organization to better understand the cause of possible resistance among employees that probably occurs during executing change.

CHAPTER 2

LITERATURES REVIEW

2.1 Organizational Change and Development

Organizational change was analyzed and written since 1991 by Porras & Silvers. They proposed that a contrast in change's research is the distinction between the discontinuing change and developing change. This contrast was prevalent in recent work and central concept of change. The contrast between discontinuous and continuous change reflected differences perspective. According to the macro level of analysis, the repetitive action or routine marks as occasional periods of radical change when we examined the flow of constituting organization. In the other hand, analysis of the micro level proposed ongoing adaptation and adjustment. Although adaption might be small, the structure's and strategy's adjustment were able to be executed. Orlikowski (1996) stated these ongoing adjustments were an essential process of organizational change. Nadler et al (1995) defined these ongoing adjustments as simple cumulative variations and the convergence during interdependencies expand. Convergence was interrupted by revolution, big change, and transformation.

2.1.1 Change as a Genre of Organizational Analysis

The tension because of organizational change was unnecessary if people firstly performed their job right. Change initiative was generated by the failure of creating continuously adaptive organization (Dunphy 1996). Organizational change commonly happened because of this failure. "First there were losses, then there was a plan of change, and then there was an implementation, which led to unexpected results" (Czarniawska and Joerges, 1996). At the most general level, change was an event of time. People discussed about the results of an event's outcome (Ford and Ford, 1994). The organizational change involved the difference of organization's function. Who were the members and leaders, or how it allocated its resources (Huber et al, 1993).

Refer to organizational development; change was a set of behavioral science-based theories. The organizational values and strategies aimed to enhance an

individual development and improve performance, through the alteration of organizational members (Porras and Robertson 1992). The Lewin's three stages of changes (1951) which were unfreeze, change, and refreeze continuing to be a generic model for organizational development. He stated that you could not understand a structure until you tried to change it. Lewin's concept of resistance to change persisted to 30 causes of resistance to change (O'Toole's, 1995). The difference between incremental and radical change were coherent by Watzlawick et al (1974) and Bateson (1972). It continued to guide theory construction and data collection (Roach and Bednar 1997; Bartunek 1993). While work within the past 10 years had become rich in theoretical concerns and more descriptive, there was a further debate whether change research was developing as an accumulative knowledge.

The Kahn's (1974) assessment of organizational change research in the 1970s was mentioned by Macy and Izumi (1993). Similar assessments were found in Woodman (1989), Golembiewski and Boss (1992), book titled "The Witch Doctors: Making Sense of the Management Gurus" (Micklethwait and Wooldridge 1996) and O'Shea and Madigan (1997).

Van de Ven and Poole (1995) inferred when change involvements failed; there was a mismatch between the dominant conditions and the motor activated by the change involvement. Van de Ven and Poole's review proposed that mode of change and unit of change were important to the change literature.

2.1.2 Episodic Change

Episodic change was used to group organizational changes that were likely to be infrequent and discontinuous together. Episodic change was assumed to be occurred during the periods of divergence that moved steadiness conditions away from organization. Divergence was the result of a growing disorder between an inertial structure and environmental demands. This was marked as episodic as it occurred in distinct periods which were rapidly affected by external events or internal events.

2.1.3 Continuous Change

Continuous change was used to group organizational changes that were likely to be ongoing, developing, and cumulative together. It was assumed to be a new

pattern of organizing in the absence of prior intentions (Orlikowski, 1996). Change was defined as situation of continued working processes (Brown and Duguid, 1991) and social practices (Tsoukas, 1996). Continuous change was an idea of small continuous adjustments that could create substantial change. It assumed firmly coupled interdependencies. When interdependencies loosen, these continuous adjustments might prove appropriate in future environments.

2.2 A Different View on Resistance to Change

Over 50 years ago, Coch and French (1948) stated that changes in people's work were necessary to keep up with competitiveness and technological advances. In line with Emery and Trist (1965), the complication of organizational environment increased and its predictability decreased, this made the study of organizational change more challenging. Kotter and Schlesinger (1979) stated that organization needed to initiate moderate change once a year and major change every four or five years. Change had originally both internal and external starting point. There were many publications about organizational change introduced that change was a permanent condition of modern organization. Organization needed to change to adapt to external or internal environments, but executing effective change was not an easy task. One major barrier of change effort was resistance of people in organization (Bennebroek Gravenhorst, Werkman, and Boonstra, 2003; Heller, Pusic, Strauss, and Wilpert, 1998). Resistance was considered as reaction to organizational change. Change and resistance always went together. Change implied resistance and resistance linked to change adopted. One of an essential assignment of management was a well-managed and overcoming the resistance in organization.

Resistance was connected to change in organization. They considered resistance of employees as one of the most serious obstacles for the organizational change (Coch and French, 1948). Resistance to change was a natural reaction of individuals and social systems initiating from the need for a stable situation (Watson, 1969). One of major task of managers was to implement change and manage resistance. Resistance was an inevitable reaction to change (Kotter and Schlesinger, 1979). Resistance was defined as a common phenomenon as people were suspicious of change in nature (Mullins, 1999). This was similar to change management of

Conner (1998) that resistance to change was a natural reaction of people as it might effect to lose their status quo. Moreover, the expression of resistance through change initiatives showed that organization was dealing with the severe issue (Kanter et al., 1992). Resistance was caused by individual factors or organization factors. However, the prevailing view was that people did not want to change or were unable to change even though it was the requirement of the environment. Kanter used the different of strategic change to define the key player in change's process. Strategists, usually CEOs or top managers, identified the need of change and change initiatives. In addition, the change management process that people were confronted with the change's consequences could prevent resistance. Therefore, the unsuccessful change could be attributed to inability of top managers to implement change properly.

2.3 Employee Resistance to Organizational Change

Change was prevalent within organization. It rapidly and continuously happened in today's world. Resistance was a predictable reaction to any leading change. Individuals definitely defend their status quo if their security or comfort was threatened. Folger and Skarlicki (1999) stated that organizational change could produce uncertainty and resistance among employees. It affected to difficult making or impossible to implement organizational enhancements. If management did not recognize and admit to put an effort to deal with resistance, it could probably weaken even the most well-intentioned and well-conceived change efforts. Any management's capability to accomplish benefits from change depending on the part of how effectively they constructed and sustained an environment that could minimize the resistance and encouraged employees' acceptance and support (Coetsee, 1999).

2.3.1 Resistance Defined

Resistance was a behavior that meant to defend an individual from the effects of real or imagined change (Alvin Zander, 1950). Resistance was also defined as any behavior that obliged to maintain the status quo that tended to be altered (Zaltman and Duncan, 1977). Folger and Skarlicki (1999) viewed resistance as employees' behavior that strived for challenge, interrupt, or invert predominating assumptions, discourses, and power relations. The conception that resistance could be prevailed proposes that

the negative beliefs and thought were existed. Watson (1982) stated that resistance was often marked as reluctance. Resistance was defined in behavioral terms and a cognitive state called unwillingness (Armenakis, Harris, and Mossholder, 1993).

Employees' aggression and frustration were conceded as the emotional factors caused resistance to change (Coch and French, 1948). Resistance was defined as intentional actions of commission or omission (Ashforth and Mael, 1998). Readiness to deceive authorities established resistance to change (Shapiro, Lweicki, and Devine, 1995). Finding a way to bring varying behavior, emotion, and belief together deepened the understanding of how employees responded to the change initiatives in organization (Piderit, 2000). Dent and Goldberg (1999) stated that individuals did not really resist change. They rather resisted the loss of status, loss of pay, or loss of comfort. It was time that we wiped out the phrase resistance to change and found suitable models to describe.

2.3.2 Early Research

Kurt Lewin (1940) led the idea of handling and eradicating resistance to proposed changes within organizations. He focused on the aspects of individual behavior that must be clarified in order to generate effective organizational change. Lewin proposed that the potential change was resisted by forces in the opposite direction. The idea was close to the dialectical principle that everything created its opposite. Morgan (1997) stated that Lewin's framework forced external to the change, embracing situations of dynamic symmetry. "Overcoming Resistance to Change" was the first known published of resistance to change in organizations in 1948. Lester Coch and John R. P. French (1948) were the authors who conducted a research on the importance of employee involvement in decision making. In 1950, the article "Resistance to Change-Its Analysis and Prevention" of Alvin Zander generated difference between the indications of resistance and the essential causes for the behavior. Zander was a colleague of Kurt Lewin and leaned deeply on Lewin's work. He offered six main reasons for resistance to surface. First, change was not made clear to the people who were going to be influenced by the change. Second, change led to variety of interpretations. Third, variety of interpretations could prevent people to change. Forth, people had pressure because of change. Fifth, change was made on

personal grounds. Sixth, change disregarded existing established institutions in the group.

Pieterse, Canie`ls, and Homan (2012) stated that resistance to change and difficulties in cooperation of change project could be related to non-alignments of professional discourses. They combined change management literature with linguistic literature about professional discourse. In this manner, they provided an original approach to analyze resistance to change in change projects. Pieterse, Canie`ls, and Homan also added the literature on professional cultures in organization (Bloor & Dawson, 1994) by concluding that the interactions between professional cultures unarticulated variances in discourse could be related to resistance to cooperation and change. However, the studies about discourse analysis of organizational change had been mostly taken on a vertical in hierarchical perspective (Dunford and Jones, 2000; Knights and Willmott, 1992; Brown and Humphreys, 2003; Doolin, 2003; Grant et al., 2006). Pieterse, Canie`ls, and Homan furthermore investigated the horizontal dimension of interaction regarding peer groups. They contributed to the discourse analysis literature in relation to change management by analyzing actual speech acts, which was the characteristic of linguistic studies.

Hon, Bloom, and Crant first published their research in *Journal of Management* in March 2014 stated that resistance to change was problematic regarding to creativity scholars as it could obstruct creative performance and innovation (Amabile et al., 1996; Oldham and Cummings, 1996; West et al., 2004; Woodman, 1989). Creativity characterized a dramatic aspect of organizational change. Therefore, fostering employee's creativity required helping people to accept change (Woodman et al., 1993). While resistance to change might be pervasive, its unfavorable effects on creativity might be particularly destructive as resistance made it less for people to take risks and engage in the new ways of thinking and critical for creative performance (Ford, 1996). The sense-making perspective emphasized that organization could influence employee's creativity by influencing employees' social structures of work environments (Lee et al., 2004; Weick, 1995). This view did not ask people to respond directly to specific practices or policies, but rather interpreted those contextual factors in terms of the values, norms, and objectives. These interpretations created a mind-set of employees about creativity. The sense-making

also suggested people to draw implications from contextual influences that creativity and change were expected, supported, and rewarded in their work environment to influence employees' creativity relevant actions.

2.3.3 The Nature and Causes of Resistance

Symptoms were behaviors of individuals when they had resistance to change. It was essential to discriminate the symptoms of resistance to change and the causes behind it (Hultman, 1995). These behaviors led to active resistance and passive resistance. Active resistance consisted of finding mistake, ironic response, and engaging to fear. Passive resistance contributed to verbally agree but not following through, and withholding information. Employees might resist change because they had fear of unknown and fear of failure to adapt to change. Many people were unwilling to leave the familiar behind (de Jager, 2001). People were doubtful about the unfamiliar, especially, involves risking failure. Change with low tolerance was defined as a fear of inability to develop new skill and requirement of change. Low tolerance for change increased the ambiguity to perform job differently which caused a resistance of applying new things. Employees might understand the need of change, but might be emotionally unable to make the transition because of unconsciously understand (Kotter and Schlesinger, 1979). Resistance to change was a response of employees to the change process (Folger and Skarlicki, 1995). Folger and Skarlicki focused on resistance's reactions of employees regarding to the unfairness of the change.

The resistance was characterized as a violation of personal compacts management. Personal compacts were the core of the relationship between employees and organizations. It was defined by obligations and commitments that organization and its employees were both stated and implied (Paul Strebels, 1996). Personal compacts were included psychological and social dimensions. The formal dimension was the most familiar. It addressed the tasks and performance requirements of the job which was defined by job descriptions, employee contracts, and performance agreements. Management, in return, agreed to supply the employee the resources needed to perform their job. The psychological dimension addressed the employment relationship of mutual trust, loyalty and commitment. The social dimension of the

personal compact involves with organizational culture. Kegan and Lahey (2001) stated that competing commitment was the real reason of employees' resistance to organizational change. Competing commitments would not be viewed as a weakness, but as a self-protection. It usually lied in a big assumption and intensely rooted beliefs people had about themselves and the world around them. Many people hardly realized they held big assumption because they accepted them as reality. Competing commitments arose from these assumptions, driving behaviors, and designing to keep the picture together.

2.3.4 Positive Resistance

Managers frequently identified resistance as a negative issue, and resisting employees were viewed as an obstacle that the organization must overcome to attain the new goals. However, resistance might play a positive and beneficial role in organizational change. It might produce the better understanding as well as additional options and solutions. de Jager (2001) stated that people who questioned the need of change did not have an attitude problem. It was not only to discounts past achievements, but it also made defenseless to unselective change. Resistance might help organization to select the most effective change to current situation. Piderit (2000) also stated that employee resistance might force management to reconsider or reassess a change initiative. Organization might be applied inappropriate change. Validation of resistance might bring the additional organizational change.

2.3.5 Transition and Transitional Phenomena

The process of change was basically moving from the current way to a new and different way of doing things. Change was not a transition. It was a situation (Bridges, 1991). Transition was the psychological process that people went through with the new situation. Briefly, change was external, but transition was internal. Without transition occurs, change would not work. The theory of transitional phenomena might provide valuable insight organizational change, and employee resistance (Morgan, 1997). This theory proposed spontaneously change to people who relinquished their currently work process. This allowed them to acquire change and carry the valuable old process into the new. Leon Coetsee (1999) tried to explain the

nature of resistance to change through a continuum model. He stated that the acceptance of change and rejection of change were characteristically treated as separation. They were unrelated phenomena. Coetsee argued that acceptance of change and rejection of change was linked in an opposition sense. Moving from resistance to commitment was done through progressive phases within the continuum.

2.4 Antecedents to Willingness to Participate in a Planned Organizational Change

It was going to be unsuitable for the company to not plan for their employee's attitudes toward the change, while the failure of the resistance to change could probably occur by many factors, discouraged the company output and productivity. (Starbuck, 1965) So "cooperation" was only the way to manipulate the success of the organizational change among employees (Coch and French, 1948, Lawrence, 1958, Litwin and Stringer, 1968, Neumann, 1989, Tichy, 1982).

On another hand, the resistance to change could be shown in many ways, for instance, low productivity from the employees, argument and opposition between employees, or even affecting toward the employee's working attitude; slowing down and unprogressive, and lack of inspiration to change their behavior at the end. (Lawrence, 1958) However, the pessimistic attitude toward the organizational change from the top managements could have a big impact on the employee's attitude as well. This interference would be splitting through the employee's belief, sharing from one person to another person, making the company low productivity, so the top managements had to enhance the cooperation among employee in order to reduce the resistance to change (Guzzo, Jette, and Katzell, 1985, Seashore and Bowers, 1963, 1970).

In addition, another factor that could affect the employee's attitude toward change, which is "Miller and Monge's (1985) test of need-theory and social information, in order to test the influence of the job level, need for privacy, and social information from employee's anxiety. In the result of the this theory, it was shown that employees needed "openness" of the social information environments for their initial changed stage, supporting for change, positive attitude, and the potential significance of change (Lawrence, 1958).

2.4.1 Competing Theoretical Perspectives

Nowadays, researchers tended to use and work from two competing theoretical perspectives; first, the Job Characteristics Model (JCM) and second, the Social Information Processing (SIP) Model. For JCM, the model was used to evaluate the job characteristics from employees (Fried and Ferris, 1987, Taber and Taylor, 1990). Secondly, for SIP model did not result the job attitude from contribution and job characteristic, but it did result from the influence of information affecting the employee's perception of need and job characteristic (Salancik and Pfeffer, 1978). In fact, over the decade, the researchers had tried to compare which was the best model to identify the attitude development, but the common result that they found out it showed that both models could contribute the foundation of the individual's attitude (Fried and Ferris, 1987). In overall, the theories focused on the organizational change, the initiative acceptance of change, showing the factors that affected the employee's willingness to cooperate with planned change procedure and into the both influence of JCM and SIP models on the employee's attitude development, which enhanced managers to utilize the theories for more effective employee's attitude toward change in the future.

2.4.2 Integrative Model

According to Miller and Monge (1985), JCM and SIP models should examine on the organizational members, attitudes, and social information from colleagues or organizational sources. The theoretical model of factors that had an effect on employees' attitude was developed to keep the restructuring of division to reduce short-run cost and to generate more accountability to drive change mechanism. The restructuring model modified the workgroup coordination mode from autonomous to interdependent team processes (Thomson, 1967, Van de Ven, Delbecq and Koenig, 1976).

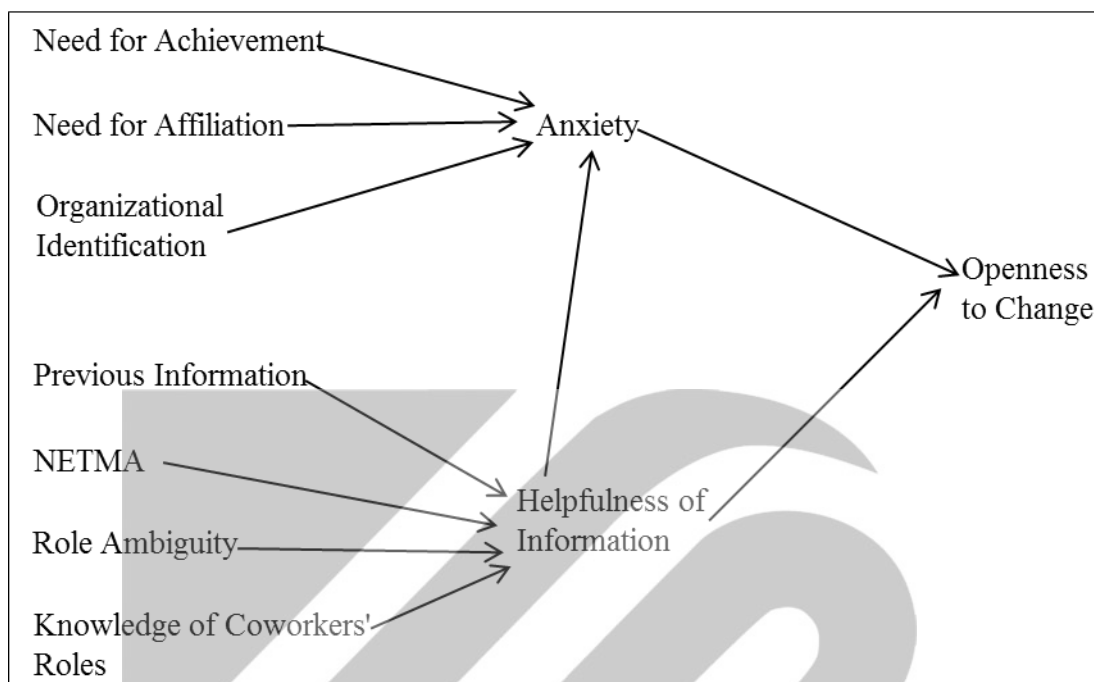


Figure 2.1 Theoretical Model of Factors Influencing Employees' Willingness to Participate in Organizational Change

Source: Miller, Johnson, and Grau, 1994

Need for achievement represented a character to respond positively to opportunity and challenge. According to Litwin and Stringer (1968), individuals with high need for achievement liked challenging situations and taking responsibility to solve problem. Contrary, employees with a low need for achievement were more likely to have anxiety about change as change represented unwanted demands and challenges.

Need for affiliation represented individuals' aspiration to a social collectivity and excessively accommodating behavior or activities engaged in the singular purpose which was to be attractive to other group members.

Organizational identification was last state of need. It was a psychological state based on the degree of the organization to encounter employees' ideological and affective needs (Patchen, 1970). Identification might essentially provoke individuals to cooperate with organizational direction and organizational control (Tompkins and Cheney, 1983). Employees' fearfulness about change would be manifested in their level of anxiety.

The second set of antecedents focused on the sufficiency of the knowledge employees retained about the restructuring. Employees' awareness of change from formal and informal sources provided the sole basis for the capacity of social information which was critical to attitude information.

Peter and Waterman (1982) stated that "No One Ever Tells Me Anything" (NETMA) represented employees benefit from informal, unofficial information networks mainly comprising of coworkers and supervisors. NETMA provided an indirect report of how employees were involved in informational networks.

Employees' role ambiguity might also result to their attitude toward organizational change. Specifications about how a task should be implemented and how performance would be rewarded (Rizzo, House, and Lirtzman, 1970).

Knowledge of coworkers' roles was the last state of antecedent. The current coordination mode required few direct relations and interactions with others work roles. Most unit members had a little working information of other roles.

The extent that employees identified disseminated helpful information was theorized to facilitate the relationship between accumulated about the change and their willingness to participate in the change. Information might be important in shaping and directing employees' attitudes in well performing or profitable organizations (Beer and Walton, 1987, Starbuck, 1965). Helpful information might provide validations and encouragements to collaborate with the change. Employees' willingness of participation was fundamental to the success of any planned change

2.4.3 Anxiety

Anxiety was a crucial part in theoretical model of factors that affected the attitudes toward change. McGrath (1976) stated that definitely, the modification in routine produced anxiety. While the earlier research of Miller and Monge (1985) found that individual needed and social information caused the anxiety during organizational change, the revise model indicated that the anxiety's forecasters were information- related. Lack of knowledge might cause anxiety because such knowledge was perilous to newly form a work team's function (Thomson, 1967, Van de Ven, 1967).

Employees might also have non-informational causes of anxiety. Emotions performed an essential role in organizational life (Ashforth and Lee, 1990, Rafaeli and Sutton, 1989, Waldron and Krone, 1991). Opposing to earlier assume that anxiety would unfavorably affect employee attitudes, the results showed that anxiety occurred separately from employee's attitudes about change.

2.4.4 Information Environment

Information received at the beginning of change affected employees' attitudes on two levels. The first level concerned the character of downward-directed information carried. Nevertheless, a more greatly feature might be the degree of the distributed information provided scenarios of the change process and illustrates of employees' new roles (Salancik and Pfeffer, 1978, Weick, 1979). The second level, employees' information environment significantly impacted the perceptions of the quality of the announced information. The well-informed employees were embraced in social information networks while it was not probable to measure the effect on particular message on employees' attitudes.

The information environment also had influence and advancement on new issues regarding the organizational change process. One issue concerned the preparatory role of an information environment where employees were able to gain necessary information to do their tasks in the organization. A second issue concerned the differences between purely delivering information about the change and encouraging employees' participation. The third issue concerned employees' gaining of information about change. The organizational change, in some ways, literature imitated the state of the organizational literature of the early 1980s where research emphasized on organization's action to new employees instead of how they searched for information from organizational mandatories (Miller and Jablin, 1991).

2.5 On Organizational Becoming: Rethinking Organizational Change

Organizational change, both study's object and management's concern, could be benefits from the view of ongoing change rather than stability. The benefits of this view mainly came from three reasons. First, it allowed researchers to gain more comprehensive understanding of micro-process of change at work. The future research

should address the question of how advancing and empowering dynamic interrelated in response to force change (Greenwood and Hinings, 1996). Greenwood and Hinings implied that organization should allow occurrence of surprise to understand the organizational change. This means organization must take the possibility of organizational change and implication beyond those initially planned. Do not clearly know about micro-process of change was second reason to support the view of ongoing change. Organization might not know the way that change was accomplished. As routine were executed by individuals, it was contained the seed of change. In the other word, even the most apparently constant parts of organization were possibly unstable. Third was a major cause of displeasure with the traditional approach. Change programs that supported the priority to stability often did not produce change (Beer and Nohria, 2000, Taylor, 1993). Barley (1986), Boden (1994), Orlikowski (1996) stated that change program was an organizational routine which needed to be applied in any occasion. Organizational change was adjusted in particular contexts which produced further change on an ongoing basis (Orlikowski, 1996).

Organization involved the adapting of the different among individuals. It was the process to generate frequent behaviors through longstanding perceptive illustrations. An organized activity provided individuals with categorized and typology of actions (Weick, 1979). Refer to an activity to be organized; it implied that types of behavior in types of situation are thoroughly associated to types of individuals (Berger, 1963 and Luckmann, 1996, Tsoukas, 1996). The organization was a certain structure and a developing pattern. Although organization was trying to adjust its representation for a certain purpose, it could not be controlled over them (Lee, 1984).

Change occurred certainly, incrementally, and inevitably through natural spread. Organizational change was noticing members to adjust the beliefs and habits of response to local environments and new experience. It also affected to how managers encouraged and involved with the organizational actions. Moreover, organizational change was conveyed a sense of the organization flow. Political and cultural dynamics of organization were becoming the enormously essential (Pettigrew, 1992). Organization needed to be seen as a stable structure and as a site of human action through an ongoing of organizational emergences.

2.6 Challenging “Resistance to Change”

Dent and Goldberg (1999) found their graduated students who worked as a middle managers accepted a mental model “people resist to change” in their organizational life. The resistance to change could be found in every management or organizational behavior textbook. The conventional wisdom regarding resistance to change had not been adjusted by academic work in the past 30 years. Dent and Goldberg suggested that “people do not resist change” in order to challenge the conventional wisdom. The resistance of losing status, pay, or comfort was not similar to resistance to change. The mental modal that people did resist change affects to unproductivity within organization. Therefore, it was time to distribute resistance to change and found other appropriate models to describe this phrase.

Kotter (1995) stated that new organizational vision was welcomed by employees. They would like to make it happen. More often, the obstacle of execution came from the organizational structure which forced people to choose between the new vision and their own interest. Spreitzer and Quinn (1996) discovered that executives were blamed by middle manager because of resistance to change. The finding was similar to Smith’s (1982) that people in power were trying to remain their status quo and did not suddenly change it.

The mental models mostly were embedded. Boulding (1988) proposed that inappropriate mental models were considered to be the cause of organizational flaw and threat. Change effort that expected resistance to change tended to implement less effectively. Porras and Robertson (1983) discovered that less than 40% of the change efforts led to positive change of dependent interest’s variable. Moreover, Beer, Eisenstat, and Spector (1990) found that change effort made the situations getting worse. They argued that most change programs were not workable because guiding of changing theory was fundamentally flawed.

Starting with the resistance to change in management textbook, there were five samples of management textbooks (Aldag and Stearns, 1991; Dubrin and Ireland, 1993; Griffin, 1993; Kreitner, 1992; Schermerhorn, 1989) demonstrated resistance to change’s concept and its implication of new generation’s management. Resistance to change had become a standard topic of all management textbooks. Refer to table 2.1,

there were similarity of the causes of resistance to change's description and strategies to overcome.

Table 2.1 Resistance to Change: Causes and Strategies

Authors	Kreitner 1992	Griffin 1993	Aldag&Steams 1991	Schemerhorn 1989	Dubrin&Ireland 1993
Causes of resistance					
Surprise	x				
Inertia	x				
Misunderstanding	x	x	x	x	
Emotional side effects	x	x	x	x	
Lack of trust	x	x	x	x	
Fear of failure	x				x
Personality conflicts	x	x	x	x	
Poor training	x				
Threat to job status/security	x	x	x	x	x
Work group break up	x	x	x	x	
Fear of poor outcome					x
Faults of change					x
Uncertainty		x	x	x	
Strategies for overcoming					
Education	x	x	x	x	
Participation	x	x	x	x	x
Facilitation	x	x	x	x	
Negotiation	x	x	x	x	x
Manipulation	x	x	x	x	x
Coercion	x	x	x	x	
Discussion					x
Financial benefits					x
Political support					x

Source: Dent and Goldberg, 1999

Kreitner (1992) stated that resistance arose from affected people. Rational or irrational resistance could be paused the changing process. Management must predict and deactivate any resistance by choose strategies for overcoming resistance to

change. The key to success was applying the right strategies and adapting their use to the right situation.

Griffin (1993), Aldag and Stearns (1991), and Schermerhorn (1989) were so similar to Kreitner (1992). First, they identified causes of resistance and then recommended the strategies to overcome it. Similarity to Kreitner, they believed that employees could be controlled by withholding information and inferring future benefit

Dubrin and Ireland (1993) stated resistance to change quite different. They firstly contracted with change management and model of changing process. They aspect resistance to change to three factors which were fear of poor outcome, fear of unknown, and fear of fault's resulting.

These five textbooks led to discussion of administrative change, technological change, and structural change. There were similar views of causes and strategies to overcome resistance to change. Moreover, they treated resistance to change as an individual of psychological concept.

Researchers and managers in the 1950s quickly adopted the phrase - "resistance to change" although Dent and Goldberg (1999) had seen the different sense. The 1950s was a time when the percentage of union membership in the United States was peak, and it was typical for managers to think of labor versus management. Dent and Goldberg suggested that the idea of resistance to change had become visibly into received truth by the end of that decade. According to the definition, received truth was admitted without question. The received truth of the mental model of resistance to change owed little to Lewin (1947) of the concept except the phrase itself. Received truth that no longer characterized the situations causes managers depressed because of the failure of change efforts.

Dent and Goldberg (1999) had argued that the term resistance to change had gone through a transformation from a systems concept to a psychological one. Although researchers and theorists wrote about resistance to change as a system concept, it had been expanded beyond Lewin ever described. Lewin stated that a system was homeostatic. The negatively dominant feedback always pushed the system back to equilibrium. In the other hand, Goldstein (1994) opposed that organization was nonlinear systems. Processing change effectively involved specific action. If change would result in loss of status by some employees for example, organization

must adopt strategies to deal with loss of status. Considering these difficult problems as resistance to change only obstructed the change effort.

2.7 Resistance: A Constructive Tool for Change Management

Starting with introduction which was an overview, a resistance to change was a critically important factor influencing the success and organizational change effort (Waddell and Sohal, 1998). During the 1960s and 1970s found that there was utility to be earned from the resistance. The review presented in this article found that this notion of utility in resistance had been largely disregarded by present management of change. This might be contributing to the unsuccessful of organizational change. There were many researches talking about resistance to change as follows:-

Managers tended to approach changes that turned out to be problems because they failed to understand them. Managers often viewed resistance as an enemy of changes and had to be eliminated to make successfully changes (Kotter et al., 1986).

British production managers viewed resistance as one of the major obstacles of production management techniques. This was similar to Eisen, 1992 and Terziovski, 1997 who found resistance was the major obstacle of quality management practices in Australian manufacturing industry for management and workers (Oakland and Sohal, 1987).

One-half to two-thirds of all major corporate change efforts failed and resistance was the little-recognized but the critical contributor to that failure (Maurer, 1996). Refer to the definitions of resistance, there were many authors had defined resistance. Some believed that resistance to change was one of the barriers of organization phenomenon (Schein, 1988). Some defined resistance as a multifaceted phenomenon, which introduced unanticipated delays, costs and instabilities into the process of a strategic change (Ansoff, 1988) and any conduct that affected to the face of pressure to alter the status quo (Zaltman and Duncan, 1977).

The resistance over time indicated that the classical organization theory viewed conflict as undesirable issue to the organization and had to be eliminated (Rowe and Boise, 1973). During the 1940s theorists considered the different attitudes affecting the declining of the organization's effectiveness. So, resistance developed as the "enemy of change". As time goes by, resistance developed the study of

management which was useful for organizational changes' effort. It became more complex and there were many social factors behind, including, rational factors, non-rational factors, political factors, and management factors. For rational factors, resistance occurred when the outcome of proposed changes were different from expectation. Then, employees might choose to position in opposition. For non-rational factors, it was a personal attitude and feeling of employees to a proposed change. For political factor, resistance was also influenced by politic in organization to against the change effort. For management factors, unsuitable management styles might lead to resistance in organization.

According to the utility of resistance, both internal and external environment enabled changes in organization. Finding the balance between existing and changing was not easy to manage. Moreover, change created energy and alternation. It was also the source of innovation which was needed in society by now. Thus, understanding the resistance was significant to minimize the effect of changes.

To management of resistance, encourage employees to participate in learning, planning and implementation stages of a change process potentially influenced them to commit to the changes which could lesser resistance. Resistance was complex and was not easy to manage. At the same time, it could draw attention of everyone in organization to the inappropriate changes. Employees must be involved in change's process and delivered feedback to beaten all difficulties issue in organization.

2.8 The Role of Communication in Organizational Change

There were many reasons that failed organizational change, such as, organizational culture, timing of change, and role of changing agent (Bennebroek, Werkman, and Boonstra, 1999). Communication was a tool to implement organizational change effectively (DiFonzo and Bordia, 1998; Lewis and Seibold, 1998; Schweiger and Denisi, 1991). Change that had poor communication management resulted in rumor and resistance (DiFonzo et al., 1994; Smelzer and Zener, 1992). Communication was an integrative part of change effort and strategy, especially, change that affected to individual task of individual employees. Although communication was considered as an important issue of organization, there were some communications and approaches that were not clarified (Lewin 1999).

Armenakis and Harris (2002) focused on developing messages of change communication. Clappitt et al. (2000) focused on strategies that managers communicated organizational change. Lewis (1999) focused on intermediary using to communicate change. There was also journal published of Daly et al. (2003) which supported internal communication as an important tool of change. According to Francis (1989), organizational communication had two goals. The first goal was about informing. Organization needed to inform their tasks, policies, and other issues. The second goal was to create community within organization both providing information and generating community spirit. In order to align with these two goals, organization could separate the changing information and community before, during, and after the change. Information must be clarified the reason of change and employees' concern. Creating a community spirit within organization was considered as social identity theory (Tajfel, 1978) and self-categorization theory (Turner, 1985), often jointly described as the social identity approach (Postmes et al., 2001). It was the part of individual's self-concept which developed from membership's knowledge

Uncertainty was an expected outcome and implication for the individual employees during change process (Buono and Bowditch, 1993). Knowledge was not only an essential to influence outcomes (Terry and Jimmieson, 1999), but knowledge about the reasons during change would also decrease uncertainty and generate preparation for change. An effective change communication could be contemplated to manage uncertainty during change (DiFonzo and Bordia, 1998).

In the other hand, job insecurity was defined in different ways. It was assumed as a concern about future of existing job's position (de Witte, 1999; van Vuuren, et al., 1991). Job insecurity contained three elements. First was a subjective experience or perception. Second was an implication of uncertainty about future. Last was doubtful job's continuing (van Vuuren, et al., 1991).

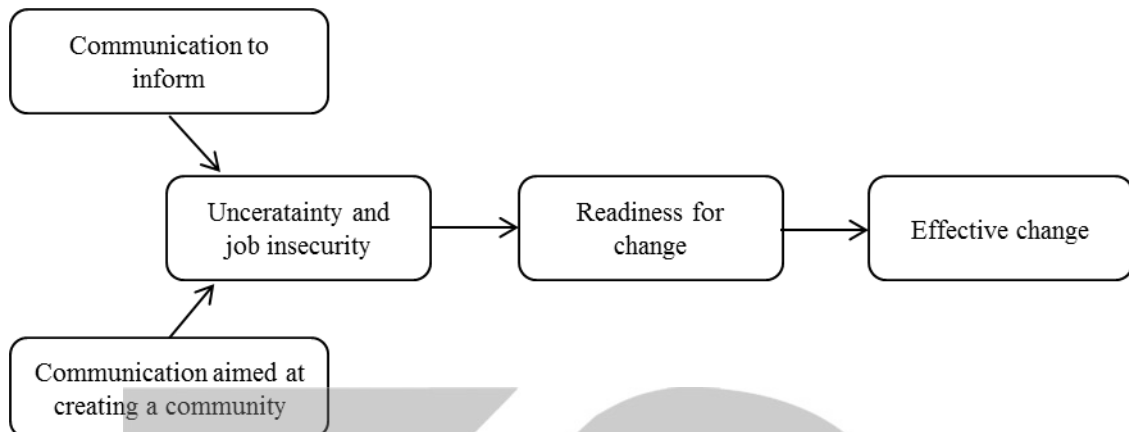


Figure 2.2 Conceptual Model of Communication during Organizational Change

Source: Elving, 2005: 129-138

Figure 2.2 described the relation of information of change, community spirit within organization, and an uncertainty and job insecurity which influenced to readiness of change. An effectiveness of change could be measured by asking employees to rate it. It was depend on the correct analysis of the problems and the change itself. This suggested model communication was not only an effect on readiness for change, but it was also an effect on uncertainty.

2.9 Managing Resistance to Change

“Resistance to change was inevitable, and management must be prepared to respond to it” (Fine, 1986). Research’s result showed that human beings tended to resist change although that particular change would lead to greater competence and productivity. The organizational change affected to its individuals. Individuals might enable or irritate the execution of innovation.

People resisted change because they feared of unknown. Organizational change led to anxiety of employees. Truthfully, psychologists stated that fear of the unknown was a rational response to change (Baker, 1989). Nervousness was predictable when status quo shifted. People needed time for adjustment related to their attitude, job performance, and social relationships. These all made resistance to change was inevitable. Managers must allow some resistance in stage of implementation as some resistance might help to slow down speed of change’s implementation in order to allow people for adaptation. Regrettably, some researchers

had discovered that sometimes resistance to change went beyond a discomfort for the unknown. Feldman (1972) found that employees might resist in task averting, aggression, turn over, and underproduction in organization. Plate and Stone (1974); Veaner (1974) found more indicators of employees' resistance which were absence incremental, displeasure, frustration, and interference. Organization needed to understand causes of their employees' resistance in order to manage proposed change effectively.

2.9.1 General Uncertainty about the Effects of Change

Refer to uncertainty issue; management should inform information and reason behind in advance, especially the affected employees, about proposed change. Employees would have time to prepare and cope with change. Moreover, management should clarify any employees' questions to lessen doubtfulness. Allow time for employees to adapt to proposed change was necessary. In other words, employees who had clear information about change in the organization and their new role would accept change better than those who were not informed well information.

2.9.2 Uncertainty about Job Performance

New task related to change was another reason of employees' resistance. They were afraid that they did not have well experience to perform new task. People with more working experience would have resistance more than people who had less working experience (Sagie et al., 1985). Managers needed to first giving information about changed task as well-prepared and knowledge reduced fear. Employees' training was required to generate confidence among employees and ensured they had supported guideline to perform their new task.

2.9.3 Employee Participation in Change

Employees' involvement in change initiative could lessen resistance among employees. The participation created incremental of employees' knowledge about change. They would have clearer picture about change that would be adopted. This would widely generate confidence and lessen fear. Employees were going to feel that they were an essential part of organization. Participation generated belief that

employees had some control over a system that would affect them (Lucas, 1974). Even a small part of individual control over stimuli would reduce a person's opposition to it (Gratchel and Proctor, 1976). Shaw (1986) also supported the idea that participation could reduce resistance to change.

2.9.4 Fear of Change Due to Social Consequence

Resistance would be occurred when employees could not anticipate the social consequence of the change. For example, boss had been changed because of retirement or other issues. Employees would have concern about their new boss's working style and performance's evaluation.

2.9.5 Resistance because of Failure to Prove Change is needed

Resistance could be occurred if managers could not prove that proposed change was necessary. Change should be implemented when some aspect of existing task or process became inefficiency. There were group of employees persuaded management to change and consider the performance gap. They proposed that change would enable them to complete the work in a fraction of the time (Sagie et al., 1985, p. 160).

2.9.6 Failure to Commit Sufficient Resources to the Change

Fail to commit the sufficient resources during change would generate employees' resistance. It was common for resources, especially personnel resources, to be overextended or withdraw because of the greatest stress of change (Fine, 1986). Thus, managers should intensively focus on this sensitive issue. Moreover, managers should seriously examine whether they supported change and provided necessary resources to employees.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter is included research method and design, the selection process of participants, and data collecting procedure and analysis in order to gather information and answer research question “What are the reasons why Thai employees in Bangkok resist to change?”. Moreover, the ethical assurances are explained to protect all interviewees.

3.1 Research Method and Design

This study attempted to find the reason of resistance among Thai employees. The construct of research study was a qualitative research design. It was to explore and understand the meaning of individuals or groups attribute to a social or human problem (Creswell, 2008). As such, qualitative research methodology would be applied to this study as the answers to research questions were to gain comprehension to the resisting issue of Thai employees into the study. Data collection method was a semi-structured interview. The materials and instruments that would be used was sound recorder. This was to ensure that there was no missing information and researcher had full record of any conversation.

3.2 The Selection Process of Participants

Target population of this study was Thai employees who are working in Bangkok and had at least 5 year working experience. More working year would have more experience to share and discuss. This study focused on employees who were graduated people starting from Bachelor’s degree. The research did not focus on labors because first, they typically worked as maid, cleaner, factory worker, etc. which received daily wage regarding working hour. As education was currently necessary to apply a good job, they did not have many options. They did whatever company would like them to do. As long as they got paid, they were fine. Secondly, there were 151,672 of migrating labor (Office of Foreign Workers Administration,

May 2015) which was a high number. Moreover, the increasing of Thai labor cost affected many organizations were looking for alternatives which were mostly Burmese, Laos, and Cambodian.

Researcher conducted interviews with selective 10 people from 8 companies which worked for both Thai and foreigner's companies. The interviewees were selected based on their working experiences.

Table 3.1 Decoding of participants

Name	Gender	Experience (year)	Type of org.	Business field	Department
Ms. P	Female	17	Thai	Banking	Digital marketing
Mr. U	Male	11	Thai	IT	Business development
Mr. N	Male	11	Foreign	Engineer	Sales
Ms. B	Female	6	Thai	Telecommunication	Network planning
Ms. T	Female	8	Thai	Food	Sales
Ms. R	Female	25	Foreign	Fashion apparel	Quality assurance
Ms. S	Female	11	Foreign	Fashion apparel	Merchandising
Ms. W	Female	25	Thai	Accounts and laws	Accounting
Ms. Y	Female	7	Thai	Accounts and laws	Human resources
Mr. A	Male	10	Foreign	Fashion apparel	Merchandising

A convenience sample was applied to this qualitative research. It involved the selection of the most accessible subjects. It was the least costly to the researcher, in terms of time, effort and money (Marshall, 1996). Furthermore, the researcher reached all interviewees by working connection and relationship from colleagues, vendors, and supervisors' recommendation. All interviewees were contacted directly to make an appointment. It allowed researcher to set schedule of each interview and identify who was not available. The different department might have different perspective and also the different business background might reveal the concerns that had been overlooked. It generated the answers that were relevant to research questions.

3.3 Data Collecting Procedure and Analysis

Table 3.2 Three types of interview

Types of Interview	Characteristics	Advantage	Disadvantage
Structured Interview	Use Questionnaires based on a predetermined and standardized or identical set of questions	-Standardized allows all the answers to be compared across all samples -Permit the researcher to easily analyze the response as they are normally pre-coded -Allow generalization of results to the population from which the sample was drawn	-Low social interaction between researcher and respondents -Rigid and restrictive format lead to restrictive answers -Constrain possibility to gain additional potentially useful information
Semi-structured Interview	A list of adaptable themes and flexible questions to be covered by the researcher	-Enable the researcher to adapt to response to the interview situation as appropriate -Allow the respondents to be equally flexible to discuss about question-related topics	-Answers are difficult to quantify and analyze due to its use of an occasional spontaneous questions
Unstructured Interview	No predetermined list of questions to work through, questions are not planned	-Allow the interviewees to talk freely about events, behavior and beliefs in relation to the topic area -Flexible, responsive, and natural for participators	-Difficult to generalize findings to a wider population -Hard to analyze because of the different interpretations individuals might have

Source: Saunders, Lewis, and Thornhill, 2009

Table 3.2 showed three interview types which were structured, semi-structured and unstructured interviews to apply to research. Saunders, Lewis and Thornhill (2009) explained that these three types of interview had different characteristics, advantages and disadvantages. The researcher decided to apply semi-structured interview to collect data. In order to answer an interview question, a semi-

structured interview encouraged both interviewer and interviewee to exchange their ideas, suggestions and relevant information for the research (Saunders, Lewis and Thornhill, 2007). Each interview was conducted after received the confirmation from each interviewee. The answer of interviewees through each question would be summarized and analyzed. The repeatedly research's results would be gathered and considered as a potential issue.

Kervin (1999) stated that analyze the gathered data was a key part of the research study as it enabled the researcher to perceive its corresponding implication to the study. Qualitative analysis approach provided a framework for the coding and data display processes (Miles and Huberman's, 1994). This approach focused on three components that transpired throughout the analysis:

Data reduction: this component involved the way that data was coded without losing the context. This form of analysis sharpened and organized data that conclusions could be drawn.

Data display: this component turned the analysis to be the use of displays which could be diagrams, charts, or models. It ran along with the data reduction component as part of the analysis.

Drawing conclusions: this component happened continuously throughout the process. Early conclusions might be imprecise but were verified during the analysis.

3.4 Ethical Assurances

Each interviewee would be contacted to discuss about the topic of the study. Interviewees must be informed why the interview was being held and what was to achieve in this research. The knowledge that was contributed in the study was voluntary. Interviewees would be entirely and completely informed prior to the interview about the potential risks and all procedures involved. Consent form was available to ensure that all participants' information were strictly confidential and would be passed to others. They would be free to withdraw from the interview at any time. All steps of data collection in this research's project would take place in an interviewee's own environment. It might be their home or anywhere they felt comfortable with. At the conclusion of the study, all participants would be given a brief summary of findings for transparency.

CHAPTER 4

RESEARCH FINDINGS

This chapter presents findings from interview conducted. The research findings are results of 10 respondents from 8 companies. They are all graduated Bachelor's degree or above, have working experience at least 5 years, and have different working background which are 1 banking business, 1 IT business, 1 engineering business, 1 telecommunication business, 1 food business, 3 fashion apparel business, and 2 accounting and laws business. All conducted interviews are face to face interview as it is the best way to collect data (Ghauri and Gronhaug, 2005). The results of interview are in relation to the set of three questions as well as the content of literature review. The key findings are presented as follows.

4.1 Attitude towards changes in daily life and organization

An individual attitude towards change was affected by an individual's resistance to change. According to interview's results that were collected, interviewees viewed change as an ordinary issue. High competition and technological advances in the world today forced change happened (Kotter and Schlesinger, 2008). It visibly demonstrated that change happened because of environmental effect. Change had become the steady state of the organization. Change was required for short-term and long-term of organization's survival (Leana and Barry, 2000). Interviewees commented that change was part of their life. Dealing with change consciously was an inevitable concern.

Ms. T: "I feel that change is unavoidable issue." "It depends on changing situation and environment whether it is a gentle change or a rapid change."

Ms. R: "I personally do not resist to the changes that occurred in life."

Ms. S: "I think it is impossible to escape change. I mean even problem that I face every day is different."

Ms. Y: "I personally think that change is a normal issue. Either it happens within department or organization and either it affects to working process or working environment, I am used to it. I am trying to live with changing environment and adapt to situation around. Do not make it to be big deal in personal life and career life."

Ms. P shared her direct experience about organizational change which was recently happened. There were many transitions because of takeover issue. Ms. P worked as a head of digital marketing of banking business and her bank was taken over by Japanese. The organization and its cultures had been wholly restructured. Management team similarly had been altered. Therefore, Ms. P viewed change as a regular issue happening at all time.

Ms. P: "For my career life, I have faced directly with take over issue. The owner has been change from Westerner to Japanese. So, my feeling about change is that a normal and unavoidable issue."

Mr. N and Mr. A said some people were uncomfortable with change. They viewed change as a subject to lose their comfort zone. Fear of unknown was widely spreads while adopting change as they could not forecast the result and foreseen the destination of change which led to resistance in organization. People resisted change as there was no concrete to guarantee the outcomes. Organizational change might lead to individual's anxiety Psychologists stated that fear of the unknown was a rational response to change (Baker, 1989). People needed time to adjust their attitude, job performance, and social relationships.

Mr. N: "Thai people quite unlike change because they do not know the result and direction of change. It can be position or negative. So, they will fear because of unknown destination."

Mr. A: “Actually, change happens all the time, but, people tend to be afraid of it at the first place. Everyone has their own comfort zone and they do not want to lose it. They think that their work is not a subject to change. They do not know how change affects to their current position. This leads to resistance to change.”

Meanwhile, change that generated bad performance and lack of flexibility likewise led to resistance in organization. The organizational change was viewed as a challenging issue in organizational life, associated with negative outcomes such as job loss, status quo, conflict, and threats to the psychological well-being of employees (Ashford, 1988; Schweiger and DeNisi, 1991). Resistance was complex. At the same time, organizational change could draw attention of everyone in organization to the inappropriate situation (Waddell and Sohal, 1998).

Mr. U: “Change that brings more difficulty, displeasure, and limitation to existing company’s policy will raise resistance in organization. Especially, some changing policy which is not flexible and is not adjustable will lead to high rate of turnover in organization because employee thinks that resignation is the best solution for both sides.”

Ms. B: “If it is a system changing, I will be fine to study because my company is in a telecommunication field and technology always changes. So, it is okay for me. But if it is a change that cannot prove the better result, I will not quite agree to that change.”

Moreover, based on Ms. W’s experience, uninform change in advance also led to widely resistance in her organization. After head of human resource department and purchasing department resigned, she had to be replaced as a head of these two departments which was a situation that created resistance in her organization. Many employees could not accept this situation. They did not understand the direction of management. Organization had to ensure that employees were ready for change (Lewin, 1947). Therefore, the unclear direction would result in resistance among employees.

Ms. W: “Subordinates in human resource and purchasing department have resistance when I am taking place to be their new boss. I understand that Managing Director, my boss, have not prior informed and had any communication with employees in advance of both departments about this change.”

People needed time and mutual communication to accept and understand change to accept it (Lewin, 1947). The lacking of prior informs created resistance in organization. The intensively resistance came after Ms. W re-implemented company's rules and regulation. Many employees did not understand the reason behind and did not be ready for the changing situation.

4.2 Cause of an individual resistance to changes in organization

Organizational change could happen in many reasons, i.e. expand business, merger or acquisition, or financial matter. Change itself created resistance. Many people resisted change as they did not understand the reason of change. Organization needed to communicate vision daily in every chance and action in order to make the vision strong (Kotter, 1996). Communication would generate mutual understanding between organization and their employees. It was an essential tool to implement effective organizational change. A consistent communication made employees understand the situation and reason of organizational change.

Ms. P: “If company has a well inform in every step of changing process with clear changing's direction and open for employee's feedback and attitude towards change, I will not have resistance to that issue. That is because I feel that company supports employee well. This makes me can cope with change confidently.”

Ms. T: “I will be fine if company inform me in advance and ask for comment before change takes place.”

Meanwhile, lack of communication in organizational change would lead to resistance among employees, especially, suspicious employees. Poorly managed change communication fallout in rumors and resistance to change, overstating the

negative aspects of the change (DiFonzo et al., 1994; Smelzer and Zener, 1992). Communication was a vital part of organizational change and strategies as it was effect to individual resistance of employees. Although communication was important to change effort, many cases, it was overlooked. Information moved around the organization instead of from top to bottom in collaborative organization (Rosen, 2007).

Ms. P: "It should be a communication. If company does not prior inform any reason and inform who can give me information about change, I will not be fine with it. I personally do not like it."

Ms. S: "If company change without any signal and mutual communication, I will not agree to take it. Company must have explanation."

Resistance could be occurred if change affected to undesirable of an individual future career and expectation. Internal communication was considered as an important tool of change (Daly et al., 2003). Effective communication allowed employees to give feedback and focus on doing what they do best. The absence of asking for willingness or voluntariness would create employees' tension and anxiety. When organization failed to understand career expectation of employees, it could dispirit employees which affected directly to organization's performance in a big picture.

Mr. N: "It should be change that does not match with my expectation. If change leads to unexpected issue in both personal life and career life, I will not be happy with that change. For example, the direction of my career path is going to the unexpected way because of change. I would like to grown in sales, but, change leads me to grow in services or marketing, even, a good change, I will have resistance to it. I feel I lose my direction because of that change."

Ms. T: "I have experience with uninform issue and sometime, company move me in position that they claim that it is a bigger scale. The point is I do not like it and think

that I am not suitable with that position. This makes me feel unhappy with my new role and do not want to do it anymore because of worse performance.”

Change that brought complexity and inflexibility to current working process was another issue that led to resistance in organization. Employees might express their resistance to organizational change through the reduction of output, aggression, work slowdowns, or distrust (Lawrence, 1958). They did not enjoy dealing with changes, especially a lot of change all at once. In the meantime, cause and effect must be clarified to all employees. As per interviewee’s comments, there were some change that created an obstacle to their existing procedure. Listening to employee feedback would lessen resistance in organization and create honorable relationship. Discussion was needed and recommended through change effort in order to tailor to individual concerns and provide opportunity to adjust proposed change for the better. It also allowed insight understanding how to enhance change itself.

Mr. U: “If I am thinking about the worst change that I have never accepted, it will be the policy changing. Some new policy generates difficulty and obstacle to my working lifestyle.”

Ms. B: “I will have resistance to change if that change leads to worse working process, more complexity, and worse performance.”

Ms. S: “It is only one thing which is cause and effect. Everything can be changed, but, it must be reasonable.”

Ms. Y: “If company has no clear cause and effect for change that they offer, I cannot accept it.”

Employees were the most valuable asset in organization. They worked hard to meet organization’s expectation and drove the success of the business, especially, excellent performing employees. So, promises, incentive, welfares were the thing that

organization had to concern. Change which was the cause of leaving employees' satisfaction and benefit would cause resistance in organization.

Ms. R: "I will resist to the change if I feel I am exploited from that change. For example, right now I feel that salary increasing policy of my company is unfair. Previously, my salary was increased 10% per year. Now is increased approximately 2% or 3%. This mean the amount of salary increased will not be different from the past, although my salary now is higher. So, I feel like I drag my feet."

Ms. W: "It is all about agreement. For example, boss promises to promote me if I can handle more responsibility and make it done in specific period of time, but, he or she does not. I will resist because he or she does not keep promise with me. It is very unfair for me."

Mr. A: "Everyone is thinking about salary and welfare that they have right now. If change affects to their existing benefit, for example, salary decreases 10%, or some welfare is cut away, resistance will be confidently erupted. Unless it affect to benefit, most of people are fine."

4.3 Identification of resistance to organizational change among colleagues

Employees were essential part of any organization. Without them, organization would not survive in the market. However, many organizations considered their employees as expenditure. They needed to do only what they are told and received salary in return. Management was not subject to question and challenge. Employees needed to accept any changes happened in organization. This was not quite true in reality. Employees were not hundred percent to be controlled. They had their own consideration. Some changes in organization negatively affected to lose their existing benefits which generated widely resistance in organization.

Ms. B: "The benefit is the first issue that people consider. If change leads to increasing of workload, extending of after work, and private life, they will not support and reject it."

Ms. R: "Yes, I have no problem with any company's policy as long as it does not affect to my personal benefit."

Ms. Raphasanan: "The thing that I always met is sending employee to seminar. My company sends representative employee to the seminar every year to update new information, laws, and rules and regulations, but, they are not willing to go and do it. They feel like it is an extra responsibility for them. Besides, they have to summarize, present updated information to everyone in department, and know how to apply to their existing work. They do not want to have more responsibility under same benefit."

Ms. Y: "I frequently found that the cause of resistance in organization came from losing benefit. When there are changing of position and responsibility, the package of benefit is very important. If company concerns about promise, win-win agreement, and employee's benefit, resistance will be less."

Mr. A: "Some rotation has affected to the increasing of individual workload. Many people are unhappy with that because it affects to their work-life balance. People are also unacceptable with minimizing employee's benefit to reduce company's expense. These all will affect to working energy and quality of all employees because it is unfair to everyone."

Having communication could prevent or reduced resistance to change in organization. Organization could measure the effectiveness of change effort by looking at the resistance level. Organizational communication about change should have information and reason to change with the right time. Uncertainty would appear if organization did not inform a clear communication. It also led to rumors in workplace and indication of low quality of internal communication which were definitely chaos. Communication had an influence to lessen the uncertainty's feeling of employees.

Ms. P: "Actually, it depends on company whether company explains and fully supports employee or not. The distinctive of employee's resistance can be resignation,

silence, ignore, or it can be worse, for example, they discuss and share negative attitude among their colleagues. This negative attitude will be widely spread and difficult to control.”

Mr. U, Mr. N, and Ms. T also had the same comment that communication was required before applied change in organization. Knowledge was not only an essential to influence outcomes (Terry and Jimmieson, 1999), but knowledge about the reasons during change would also decrease uncertainty and generate preparation for change. Once employees had information about change, they would cope with organizational change easier and lessen resistance.

Mr. U: “Organization must have a communication in advance and discuss with employee as much as they can before they launch any new policy or change takes place.”

Mr. N: “The main issue is communication. Organization must have a good communication to make employee understands change well enough and a very clear vision. An effect and result must be clarified. As a team, a good change for me is a good change for a whole. So, we must have communication and discussion to find the best way solution that whole team can accept.”

Ms. T: “From my experience, people mostly have resistance to uninformed change in advance or immediately shift the position. This is because they are not ready and unprepared about change.”

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATION

This chapter is constructed and interpreted to answer the research question “What are the reasons why Thai employees resist to change?” from three interview questions which are as follows.

1. What is your opinion about changes in your daily life and your organization?
2. What can be reason for you to resist changes in your organization?
3. What can be reason for employees to resist changes in your organization?

Limitations are included in this chapter to identify all difficulties and complications along conducting the research. Meanwhile, recommendations are comprised suggestion, discussion, and what the future research may be needed.

5.1 What is your opinion about changes in your daily life and your organization?

Table 5.1 Summary: findings of question 1

Interviewee	Business's Background	Findings
Ms. P	Bank	I have faced directly with take over issue. The owner has been changed from Westerner to Japanese. So, my feeling about change is that a normal and unavoidable issue.
Mr. U	IT	Change that brings more difficulty, displeasure, and limitation to existing company's policy will raise resistance in organization.
Mr. N	Engineer	A clear change's direction will clarify whether a result is preferable or not. An undesirable or unforeseen result will lead to resistance.
Ms. B	Telecommunication	If it is a system changing, I will be fine to study because my company is in a telecommunication field and it always changes. But I am not fine with change that cannot prove a better result.

Table 5.1 Summary: findings of question 1 (Cont.)

Interviewee	Business's Background	Findings
Ms. T	Food	Change is unavoidable issue. It depends on changing situation and environment whether it is a gentle change or a rapid change. Then, can we accept it?
Ms. R	Fashion	I personally do not resist to the changes that occurred in life. I mean if I can cope with that kind of change, I will not resist it.
Ms. S	Fashion	I think it is impossible to escape change. I mean even problem that I face every day is different. Company hires me to solve the problem and solving problem is already led to change.
Mr. A	Fashion	Actually, change happens all the time, but, people tend to be afraid of it at the first place. Everyone has their own comfort zone and they do not want to lose it. However, each organization has corporate strategy and policy which is difficult to resist. Especially, Japanese company, everybody has to strictly follow company's direction. So, any change that happens in company will not be different from company's direction.
Ms. W	Accounting and laws	I am fine with change that I am promoted to have higher position. Right now, I am taking care of accounting and finance department. Then, my boss is asking me to take care of two more departments which are human resource and purchasing department without any prior notification and explanation to all employees.
Ms. Y	Accounting and laws	I personally think that change is a normal issue. Either it happens within department or organization or either it affects to working process or working environment. I am trying to live with changing environment and adapt to situation around. Do not make it to be big deal in personal life and career life.

5.2 What can be reason for you to resist changes in your organization?

Table 5.2 Summary: findings of question 2

Interviewee	Business's Background	Findings
Ms. P	Bank	It should be a communication. If company does not prior inform any reason and inform who can give me information about change, I will not be fine with it.
Mr. U	IT	If I am thinking about the worst change that I have never accepted, it will be the policy changing. Some new policy generates difficulty and obstacle to my working lifestyle.
Mr. N	Engineer	It should be change that does not match with my expectation. If change leads to unexpected issue in both personal life and career life, I will not be happy with that change.
Ms. B	Telecommunication	I will have resistance to change if that change leads to worse working process, more complexity, and worse performance.
Ms. T	Food	I will be fine if company inform me in advance and ask for comment before change takes place. But if there is no any inform, even, it is a good change or a promotion, I will be upset and resign from company.
Ms. R	Fashion	I will resist to the change if I feel I am exploited from that change.
Ms. S	Fashion	If company applies change without reason and result, I will not be happy with that.
Mr. A	Fashion	If change affects to existing benefit, for example, salary decreases 10%, or some welfare is cut away, resistance will be confidently erupted. Unless it affect to benefit, most of people are fine.
Ms. W	Accounting and laws	It is all about agreement. For example, boss promises to promote me if I can handle more responsibility and make it done in specific period of time, but, he or she does not. I will resist because it is very unfair for me.
Ms. Y	Accounting and laws	If company has no clear cause and effect for change that they offer, I cannot accept it.

5.3 What can be reason for employees to resist changes in your organization?

Table 5.3 Summary: findings of question 3

Interviewee	Business's Background	Findings
Ms. P	Bank	Actually, it depends on company whether company explains and fully supports employee or not. The distinctive of employee's resistance can be resignation, silence, ignore, or it can be worse. They may discuss and share negative attitude among their colleagues.
Mr. U	IT	Organization must have a communication in advance and discuss with employee as much as they can before they launch any new policy or change takes place.
Mr. N	Engineer	The main issue is communication. Organization must have a good communication to make employee understands change well enough with a clear vision.
Ms. B	Telecommunication	The benefit is the first issue that people consider. If change leads to increasing of workload, they will not support and reject it.
Ms. T	Food	From my experience, people mostly have resistance to uninform change in advance or immediately shift the position. This is because they are not ready and unprepared about change.
Ms. R	Fashion	There is no problem with any company's policy as long as it does not affect to my personal benefit.
Ms. S	Fashion	It can be more responsibility based on same salary, benefit, and bonus.
Mr. A	Fashion	People do not to minimize their benefit to reduce company's expense. These all will affect to working energy and quality of all employees because it is unfair to everyone.
Ms. W	Accounting and laws	Employees do not want to have more responsibility under same benefit.
Ms. Y	Accounting and laws	If company concerns about promise, win-win agreement, and employee's benefit, resistance will be less. No one would like to have more responsibility based on less or same benefit.

5.4 Conclusion

The research's result showed that Thai people did accept and understood the need of change. They opened and realized that change was an inevitable situation as organization needs to adapt change faster than the competitors to remain a leading edge in the market. When looking back, everyone would realize that job description was currently far different from first day started. It conformed to Ford & Ford (1994) who stated that at the most general level, change was an event of time. Many times, global market and challenging of new technologies forced organization to respond in order to survive and try to struggle for it. Since change had become an everyday part of life and organizational dynamics, there was no reason trying to escape the thing that could not be. Although the sense of insecurity was still running in their minds, they were trying to live with the changing environment. Buono and Bowditch (1993) stated that uncertainty was an expected outcome and implication for the individual employees during change process (Buono and Bowditch, 1993).

In the other hand, organizational change affecting to personal benefit and expectation were the biggest part of the resistance among Thai employees. Unfair organizational new policy, incremental of workload based on same salary, breaking promises, cut incentives or welfares, and inflexibilities and difficulties of new working process were all linked to personal benefit. Employees were thinking about what benefit they currently have. If organizational change caused them to lose their existing benefits, they would therefore resist to that change. Moreover, mislead of employees' expectation was also linked to benefit issue. Individual employees had different career's expectation in their life. For example, organizational change caused employees that preferred to grow in sales moved to marketing, even he or she was promoted, resistance and unmotivated would be occurred. These findings were supported Dent and Goldberg (1999) that people did not resist change. The resistance of losing status, pay, or comfort was not similar to resistance to change. Kotter (1995) stated that new organizational vision was welcomed by employees. They would like to make it happen. More often, the obstacle of execution came from the organizational structure which forced people to choose between the new vision and their own interest.

Refer to interviewees' comments; communication within organization played a significant role to facilitate organizational change. Communication was a tool to implement organizational change effectively (DiFonzo and Bordia, 1998; Lewis and Seibold, 1998; Schweiger and Denisi, 1991). Change that had poor communication management results in rumor and resistance (DiFonzo et al., 1994; Smelzer and Zener, 1992). It allowed organization to ask for employees' feedback and discussion in order to find the best way out of change situation. No prior communicate about organization's situations and reasons did not allow employees to prepare and not to be ready for change. Knowledge was not only an essential to influence outcomes, but knowledge about the reasons during change would also decrease uncertainty and generates preparation for change (Terry and Jimmieson, 1999). Even a tiny issue could cause complaint and resistance among employees. The way that organization communicated to their employees affected to the reaction to change within organization. The effective of the change within an organization was depending on management to pass the details to employees and ensure all questions and complaints were handled before change went into effect. An effective change communication could be contemplated to manage uncertainty during change (DiFonzo and Bordia, 1998). Everyone preferred to feel important, needed, and respected. Poor communication before, during and after could cause employees resist to change as they felt not to be a part of organization. They were told about change instead of being involved.

In conclusion, a very excellent communication would not be effective if change affected to employees' benefit. Cutting employees' benefit was a negative signal and indication that organization was careless about employees. This issue would discourage and dissatisfy employees in organization. An aggressive resistance would be widely spread and very difficult to handle. Hence, employees' benefit and expectation were issues of Thai employees' resistance to specific organizational change.

5.5 Recommendations for Practice

The research's results have inferences for organizations which have Thai employees as a majority to better understand their attitudes and the possible

resistances among them. The recommendation to organization and management is to put yourself in employees' shoes. The organization should treat its employees similarly to its customers as both are likewise the key resources to drive business's growth and survival. The well-treated on employees will enlarge strong loyalty, entrepreneurship, and long term of business's success. When employees are fulfilled, they go beyond to endure the organization's improvement. They are eager to easily accept organizational change or even work harder which results in less resistance among employees and more effectiveness. The strategy to drop employees' benefit because of company's cost saving is kind of short term to increase productivity. It will create shiftlessness among employees and higher number of employees' turnover. Finding the replacement of talent or qualify employees is not an easy task. Organization has to pay cost in double to find and train new comers. Therefore, Organization should take time to understand what employees really need and provide it to them.

5.6 Limitations of the Study

There were several limitations to this research, some of them were: (1) the sample was focused only on Thai employees in Bangkok, Thailand and (2) due to time constraint, the research's result was based on 10 Thai employees. So, the data collection was limited to only the selected group of target population and (3) this research applied qualitative research which was heavily dependent on and influenced by the personal biases and characteristics of interviewees.

5.7 Recommendations of Further Study

This study could be further improved if the sample also comprised Thai people from other provinces; not only from Thai employees who worked in Bangkok. The more people that are interviewed are the more information that will be received. Moreover, this research mainly focused on the cause of the resistance among Thai employees. Solutions and strategies to solve resistance's issue are not included. Therefore, it will be benefit if future research is also focused on these issues.

REFERENCES

- Aldag, R. J. & Stearns, T. M. (1991). *Management (2nd ed.)*. Cincinnati, OH: South-Western Publishing.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). *Assessing the work environment for creativity*. *Academy of Management Journal*, 39: 1154-1184.
- Ansoff, I. (1988). *The New Corporate Strategy*, John Wiley & Sons, New York, NY.
- Armenakis, A. A. & Bedeian, A. G. (1999). *Organizational change: A review of theory and research in the 1990s*. *Journal of Management*, 2(3), 293-315.
- Armenakis, A. A. & Harris, S. G. (2002). "Crafting a change management to create transformational readiness", *Journal of Organizational Change Management*, Vol. 15 No. 2, pp. 169-83.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). *Creating readiness for organizational change*. *Human Relations*, 46(6), 681.
- Ashford, S.J. (1988). *Individual strategies for coping with stress during organizational transitions*. *Journal of Applied Behavioral Science*, 24, 19-36.
- Ashforth, B. E. & Lee, R. T. (1990). *Defensive behavior: A preliminary model*. *Human Relations*, 43, 621-648.
- Baker, S. L. (1989). *Managing Resistance to Change*, University of Iowa, School of Library and Information Science, Vol. 38, NO. 1, pp. 53-61.
- Bateson, G. (1972). *Steps to an Ecology of Mind*. New York: Ballantine.
- Barley, S. (1986). *Technology as an occasion for structuring: Evidence from observations of CT Scanners and the social order of radiology departments*. *Admin. Sci. Quart.* 31, 78-108.
- Bartunek, J. M. & Moch, M. K. (1994). *Third-order organizational change and the western mystical tradition*. *J. Organ. Change Manage.* 7: 24-41.
- Beer, M., Eisenstat, R. A., & Spector, B. (1990). *Why change programs do not produce change*. *Harvard Business Review*, 68(6), 158-166.
- Beer, M. & Nohria, N. (2000). *Cracking the code of change*. *Harvard Bus. Rev.* 78(May-June) 133-141.

REFERENCES (Cont.)

- Beer, M. & Walton, A. E. (1987). *Organizational change and development*. In M. R. Rosenzweig & L. W. Porter (Eds.), *Annual review of psychology* (Vol. 33, pp. 339-367). Palo Alto, CA: Annual Reviews.
- Bennebroek Gravenhorst, K. M. (2003). *A different view on resistance to change*, "Power Dynamics and Organizational Change IV", Symposium at the 11th EAWOP Conference in Lisbon, Portugal, 14-17 May 2003.
- Bennebroek Gravenhorst, K. M., Werkman, R. A., Boonstra, J. J. (1999). "*The change capacity of organizations: general assessment and exploring nine configurations*", in Munduate, L. and Bennebroek Gravenhorst, K.M. (Eds), *Power Dynamics and Organisational Change*, EAWOP, Leuven.
- Bennebroek Gravenhorst, K. M., Werkman, R. A., & Boonstra, J. J. (2003). *The change capacity of organizations: General assessment and five configurations*. *Applied Psychology: An International Review*, 52, 83-105.
- Berger, P. (1963). *Invitation to Sociology*. Penguin, London, U.K., Luckmann, T. (1966). *The Social Construction of Reality*. Penguin, London, U.K.
- Bloor, G. and Dawson, P. (1994), "*Understanding professional culture in organizational context*", *Organization Studies*, Vol. 15 No. 2, pp. 275-95.
- Boden, D. (1994). *The Business of Talk*. Polity Press. Cambridge, U.K.
- Boulding, E. (1988). *Building a global civic culture: Education for an interdependent world*. New York: Teachers College Press.
- Bray, D. (1994). *Personnel-centered organizational diagnosis*. In A. Howard (Ed.), *Diagnosis for Organizational Change* (pp. 152-171). New York: Guilford Press.
- Brown, A.D. and Humphreys, M. (2003), "*Epic and tragic tales, making sense of change*", *Journal of Applied Behavioral Science*, Vol. 39 No. 2, pp. 121-44.
- Buckingham, D. (2008). *Youth, Identity, and Digital Media, The John D. and Catherine T. MacArthur Foundation Series on Digital Media and Learning*. Cambridge, MA: The MIT Press, 2008.
- Buono, A. & Bowditch, J. (1993). *The Human Side of Mergers and Acquisitions*, Jossey-Bass, San Francisco, CA.

REFERENCES (Cont.)

- Caldwell, S. D., Herold, D. M., & Fedor, D. B. (2004). *Towards an understanding of the relationships between organizational change, individual differences, and changes in person-environment fit: A cross-level study*. *Journal of Applied Psychology*, 89, 868-882.
- Clampitt, P. G., DeKoch, R. J., & Cashman, T. (2000), "*A strategy for communicating about uncertainty*", *Academy of Management Executive*, Vol. 14 No. 4, pp. 41-57.
- Coch, L. & French, J. R. P., Jr. (1948). *Overcoming resistance to change*. *Human Relations*, 1, 512-532.
- Cohen, W. M. & D. A. Levinthal. (1989). *Innovation and learning: The two faces of R&D*. *Econom. J.* 99(397) 569–596.
- Conner, D. R. (1998). *Managing at the speed of change*. How resilient managers succeed and prosper where others fail. Chichester: Wiley.
- Creswell, J. W. (2008). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches 3rd Edition*, pp. 3 -21.
- Czarniawska, B. & Joerges, B. (1996). *Travels of ideas*. In B. Czarniawska & G. Sevon (eds) *Translating Organizational Change* (pp.13-48). New York: Walter de Gruyter.
- Daly, F., Teague, P., & Kitchen, P. (2003). "*Exploring the role of internal communication during organizational change*", *Corporate Communications: An International Journal*, Vol. 8 No. 3, pp. 153-62.
- D'Aveni, R. A. (1994). *Hypercompetition: Managing the dynamics of strategic maneuvering*, New York: The Free Press.
- Dent, E. B. & Goldberg, S. G. (1999). *The Journal of applied behavioral Science*, Vol. 35 No. 1, March 1999 25-41.
- de Witte, H. (1999). "*Job insecurity and psychological wellbeing: review of the literature and exploration of some unresolved issues*", *European Journal of Work and Organizational Psychology*, Vol. 8 No. 2, pp. 155-77.

REFERENCES (Cont.)

- DiFonzo, N. & Bordia, P. (1998), "*A tale of two corporations: managing uncertainty during organizational change*", *Human Resource Management*, Vol. 37 No. 3, pp. 295-303.
- DiFonzo, N. & Bordia, P. & Rosnow, R. L. (1994), "*Reining in rumors*", *Organizational Dynamics*, Vol. 23 No. 1, pp. 47-62.
- Doolin, B. (2003), "*Narratives of change: discourse, technology and organization*", *Organization*, Vol. 10 No. 4, pp. 751-70.
- Dubrin, A. J. & Ireland, R. D. (1993). *Management and organization (2nd ed.)*. Cincinnati, OH: South-Western Publishing.
- Dunford, R. and Jones, D. (2000), "*Narrative in strategic change*", *Human Relations*, Vol. 53 No. 9, pp. 1207-26.
- Dunphy, D. (1996). *Organizational change incorporate setting*. *Hum. Relat.* 49(5): 541 -52.
- Eby, Lilian T., Adams, Danielle M., Russel, Joyce E. A., and Gaby, Stephen H. (2000). *Perceptions of organizational readiness: factor related to employees' reactions to the implementation of team based selling*, *Human Relation*, 53(March), 419-442.
- Eisen, H. (1992). "*Impediments to the adoption of modern quality management practices*", *International Journal of Quality and Reliability Management*, Vol. 9 No. 5, pp. 17-41.
- Elving Wim, J. L. (2005). "*The role of communication in organizational change*", *Corporate Communications: An International. Journal* Vol. 10 No. 2, pp. 129-138.
- Emery, F. E. & Trist, E. L. (1965). *The causal texture of organizational environments*. *Hum. Relat.* 18:21-32.
- Feldman, N. G. (1972). *Pride in heritage-or resentment?: A sociologist analyzes library staff reaction*. *Wilson Library Bulletin*, 46(January), 436-40.
- Fine, S. F. (1986). *Technological innovation, diffusion and resistance: A historical perspective*. *Journal of Library Administration*, 7(spring), 83- 108.

REFERENCES (Cont.)

- Folkman, S., Lazarus, R. S., Gruen, R. J., & DeLongis, A. (1986). *Appraisal, coping, health status, and psychological symptoms*. *Journal of Personality and Social Psychology*, 50, 571-579.
- Ford, C. (1996). *A theory of individual creative action in multiple social domains*. *Academy of Management Review*, 21: 1112-1142.
- Ford, J. D. & Ford, L. W. (1994). *Logics of identity, contradiction, and attraction in change*. *Acad. Manage. Rev.* 19:756–85 Huber GP, Glick WH, eds. 1993. *Organizational Change and Redesign*. New York: Oxford University. Press.
- Francis, D. (1989). *Organizational Communication*, Gower, Aldershot.
- Fried, Y. & Ferris, G.R. (1987). *The validity of the job characteristics model: A review and meta-analysis*. *Personnel Psychology*, 40, 287-322.
- Fugate, M., Kinicki, A. J., & Prussia, G. E. (2008). *Employee coping with organizational change: An examination of alternative theoretical perspectives and models*. *Personnel Psychology*, 61, 1–36.
- Ghauri, P. and Gronhaug, K. (2005) *Research Methods in Business Studies: A practical Guide*, 3rd edition, Harlow: Financial Times Prentice Hall.
- Goldstein, J. (1994). *The unshackled organization*. Portland, OR: Productivity Press.
- Golembiewski, R. T. & Boss, R. W. (1992). *Phases of burnout in diagnosis and intervention: individual level of analysis in organization development and change*. *Res. Organ. Change Dev.* 6:115-52.
- Grant, D., Hall, R., Wailes, N. and Wright, C. (2006), “*The false promise of technological determinism*”, *New Technology, Work and Employment*, Vol. 21 No. 1, pp. 2-15.
- Gratchel, R. J. & Proctor, J. D. (1976). *Physiological correlates of learned helplessness in man*. *Journal of Abnormal Psychology*, 85(February), 27-34.
- Greenwood, R. & Hinings, C. R. (1996). *Understanding radical organizational change: Bringing together the old and new institutionalism*. *Acad. Management Rev.* 21(4) 1022-1054.
- Griffin, R. W. (1993). *Management (4th ed.)*. Boston: Houghton Mifflin.

REFERENCES (Cont.)

- Guzzo, R. A., Jette, R. D. & Katzell, R. A. (1985). *The effects of psychologically based intervention programs on worker productivity: A meta-analysis*. *Personnel Psychology*, 38, 275-291.
- Hackman, J.R. and Lawler, E.E. (1971), “*Employee Reactions to Job Characteristics*”, *Journal of Applied Psychology*, Vol. 55, pp. 259–286.
- Hackman, J.R. and Oldham, G.R. (1975), “*Development of the Job Diagnostic Survey*”, *Journal of Applied Psychology*, Vol. 60, pp. 159–170.
- Heller, F., Pusic, E., Strauss, G., & Wilpert, B. (1998). *Organizational Participation: Myth and Reality*, Oxford University Press.
- Herscovitch, L., & Meyer, J. P. (2002). *Commitment to organizational change: Extension of a three-component model*. *Journal of Applied Psychology*, 87, 474-487.
- Hon, A. H. Y., Bloom, M., & Crant, J. M. (2014). *Overcoming Resistance to Change and Enhancing Creative Performance*. *Journal of Management*, Vol. 40 No. 3, March 2014 919–941.
- Huber, G.P., Sutcliffe, K.M., Miller, C.C., and Glick, W.H. 1993. *Understanding and predicting organizational change*. In G.P. Huber and W.H. Glick (Eds.). *Organizational change and redesign: Ideas and insights for improving performance*. New York: Oxford.
- Iacovini, J. (1993). *The human side of organization change*, *Training and Development Journal*, 47(January), 65–68.
- Judge, T. A., Thoresen, C. J., Pucik, V., & Welbourne, T. M. (1999). *Managerial coping with organizational change: A dispositional perspective*. *Journal of Applied Psychology*, 84, 107-122.
- Kahn, R. L. (1974). *Organizational development: some problems and proposals*. *J. Appl. Behav. Sci.* 10:485-502.
- Kahneman, D., & Tversky, A. (1979). *Prospect theory: An analysis of decision under risk*. *Econometrical*, 47, 263-291.

REFERENCES (Cont.)

- Kanter, R. M., Stein, B. A., & Jick, T. D. (1992). *The challenge of organizational change*. New York: The Free Press.
- Kervin, J. B. (1999) *Methods for Business Research*, 2nd edition, New York: HarperCollins.
- Knights, D. and Willmott, H. (1992), "Conceptualizing leadership processes", *Journal of Management Studies*, Vol. 29 No. 6, pp. 761-82.
- Kotter, J. P. (1995). *Leading change: Why transformation efforts fail*. *Harvard Business Review*, 73(2), 59-67.
- Kotter, J. P., Schlesinger, L. A., & Sathe, V. (1979). *Organization. Text, cases, and readings on the management of organizational design and change*. Homewood, IL: Irwin.
- Kotter, J. P. & Schlesinger, L. A. (2008). *Harvard Business Review "Choosing Strategies for Change"* Massachusetts, USA: Harvard University
- Kotter, J. P., Schlesinger, L. A., & Sathe, V. (1986). *Organization*, 2nd ed, Irwin, Homewood, IL.
- Kreitner, R. (1992). *Management (5th ed.)*. Boston: Houghton Mifflin.
- Landes, D. S. (1969). "The Unbound Prometheus", 1st Published, Cambridge University Press.
- Lawrence, P. R. (1958). *The changing of organizational behavior patterns: A case study of decentralization*. Boston: Harvard Business School.
- Leana, C.R. and Barry, B. (2000) "Stability and Change as Simultaneous Experiences in Organizational Life", *Academy of Management Review*, 25 (4), pp. 753-759.
- Lee, R. M. (1984). *Bureaucracies, bureaucrats, and information technology*. *Eur. J. Oper. Res.* 18 293-303.
- Lee, F., Edmondson, A. C., Thomke, S., & Worline, M. (2004). *The mixed effects of inconsistency on experimentation in organizations*. *Organization Science*, 15: 310-326.

REFERENCES (Cont.)

- Lewin, K. (1947). *Frontiers in group dynamics I: Concept, method and reality in social sciences; social equilibria and social change*. Human Relations, 1, pp 5-41.
- Lewin, K. (1951). *Field Theory in Social Science*. New York: Harper & Row.
- Lewis, L. K. & Seibold, D. R. (1998). *Reconceptualizing organizational change implementation as a communication problem: A review of literature and research agenda*, in M. E. Roloff (ed.), *Communication Yearbook 21*, Sage, Beverly Hills, CA, pp. 93-151.
- Litwin, G. H. & Stringer, R. A., Jr. (1968). *Motivation and organizational climate*. Cambridge, MA: Harvard University Press.
- Lau, C. M., & Woodman, R. W. (1995). *Understanding organizational change: A schematic perspective*. Academy of Management Journal, 38, 537-554.
- Lucas, H. C., Jr. (1974). *Toward creative system design*. New York: Columbia University Press.
- Macy, B. A. & Izumi, H. (1993). *Organizational change, design, and work innovation: a meta-analysis of 131 North American field studies—1961–1991*. Res. Organ. Change Dev. 7:235-313.
- Maitlis, S. (2005). *The social processes of organizational sense making*. Academy of Management Journal, 48, 21-49.
- Marshall, M. N. (1996). *The key informant technique*. Fam Pract 1996; 13: 92-97.
- Maurer, R. (1996). "Using resistance to build support for change", *Journal for Quality & Participation*, June, pp. 56-63.
- McGrath, J. E. (1976). *Stress and behavior in organizations*. In M. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1351-1395). Chicago: Rand-McNally.
- McHugh, M. (1997). *Trouble in paradise: Disintegrated strategic change within a government agency*. International Journal of Public Sector Management, 10(6), 433-443.

REFERENCES (Cont.)

- Micklethwait, J. & Wooldridge, A. (1996). *The Witch Doctors*. New York: Times Books.
- Miles, M. B. & Huberman, A. M. (1994). *Qualitative data analysis: an expanded sourcebook (2nd ed.)*. Thousand Oaks: Sage Publications.
- Miller, K. I. & Monge, P.R. (1985). *Social information and employee anxiety about organizational change*. Human Communication Research, 11, 365-386.
- Miller, V. D. & Jablin, F. M. (1991). *Information seeking during organizational entry: Influences, tactics, and a model of the process*. Academy of Management Review, 16, 92-120.
- Miller, V. D., Johnson, R. J., & Grau, J. (1994). *Antecedents to willingness to participate in a planned organizational change*. Journal of Applied Communication Research, Vol. 22, Issue 1.
- Mullins, L. J. (1999). *Management and organizational behavior (5th ed.)*. London: Financial Times/Prentice Hall.
- Nadler, D. A., Shaw, R. B., & Walton, A. E. (1995). *Discontinuous Change*. San Francisco: Jossey-Bass.
- Neumann, J. E. (1989). *Why people don't participate in organizational change*. Research in Organizational Change and Development, 3, 181-212.
- Noble, C.H., and Mokwa, M.P. (1999), *Implementing Marketing Strategies: Developing and Testing a Managerial Theory*, Journal of Marketing, 63, 4, 57 – 73.
- Oakland, J. & Sohal, A.S. (1987). *“Production management techniques in UK manufacturing industry: usage and barriers”*, International Journal of Operations and Production Management, Vol. 7 No. 1, pp. 8-37.
- Oldham, G. R., & Cummings, A. (1996). *Employee creativity: Personal and contextual factors at work*. Academy of Management Journal, 39: 607-634.
- Orlikowski, W. J. (1996). *Improvising organizational transformation overtime: a situated change perspective*. Inform. Systems Res. 7(1): 63-92.
- O’Shea, J. & Madigan, C. (1997). *Dangerous Company*. New York: Times Books.

REFERENCES (Cont.)

- O'Toole, J. (1995). *Leading Change*. San Francisco: Jossey-Bass.
- Patchen, M. (1970). *Participation, achievement, and involvement on the job*. Englewood Cliffs, NJ: Prentice Hall.
- Peter, T. J. & Waterman, R. H., Jr. (1982). *In search of excellent: Lessons from America's best-run companies*. New York: Harper & Row.
- Pettigrew, A. (1992). *The character and significance of strategy process research*. *Strategic Management J.* 13 5-16.
- Porras, J. I. & Robertson, P. J. (1983). *Organization development: Theory, practice, and research*. In M. D. Dunnette & L. M. Hough (Eds.), *The handbook of industrial and organizational psychology* (Vol. 3, pp.719-822). Palo Alto, CA: Consulting Psychologists Press.
- Postmes, T., Tanis, M., & de Wit, B. (2001). "Communication and commitment in organizations: a social identity approach", *Group Processes and Intergroup Relations*, Vol. 4 No. 3, pp. 207-26.
- Patton, M. Q. (2002). *Qualitative Research and Evaluation Methods*, Third Edition, pp. 40–41, by Sage Publications, Inc.
- Pieterse, J. H., Canieels, M. C.J., & Homan, T. (2012). "Professional discourses and resistance to change", *Journal of Organizational Change Management*, Vol. 25 Iss: 6 pp. 798 – 818.
- Plate, K. H., & Stone, E. W. (1974). *Factors affecting librarians job satisfaction: A report of two studies*. *Library Quarterly*, 44(April), 97- 110.
- Porras, J. I. & Silvers, R. C. (1991). *Organization development and transformation*. *Annu. Rev. Psychol.* 42:51 78.
- Porras, J. I. & Robertson, P. J. (1992). *Organizational development: theory, practice, research*. *Handbook of Organizational Psychology*, ed. MD Dunnette, LM Hough, 3:719-822. Palo Alto, CA: Consult. Psychol. Press. 2nd ed.
- Rafaeli, A. & Sulton, R. I. (1989). *The expression of emotion in organizational life*. *Research in Organizational Behavior*, 11, 1-42.

REFERENCES (Cont.)

- Rizzo, J., House, R. J. & Lirtzman, S. I. (1970). *Role conflict and ambiguity in complex organizations*. *Administrative Science Quarterly*, 15, 150-163.
- Roach, D. W. & Bednar, D. A. (1997). *The theory of logical types: a tool for understanding levels and types of change in organizations*. *Hum. Relat.* 50:671-99.
- Rosen, E. (2007). *The Culture of Collaboration Book*, Maximizing Time, Talent and Tools to Create Value in the Global Economy, Red Ape Publishing, Jan 2, 2007.
- Rowe, L. & Boise, B. (1973). *Organizational & Managerial Innovation*, Goodyear, Santa Monica, CA.
- Sagie, A., et al. (1985). *Job experience, persuasion strategy and resistance to change: An experimental study*. *Journal of Occupational Behavior*, 6(April), 157-162.
- Salancik, G. R. & Pfeffer, J. (1978). *A social information processing approach to job attitudes and task design*. *Administrative Science Quarterly*, 23, 224-253.
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research methods for business students*, 4th edition, Harlow: Financial Times Prentice Hall
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research methods for business students*, 5th edition, Pearson Education.
- Schein, E. (1988). *Organizational Psychology*, 3rd ed., Prentice Hall, Englewood Cliffs, NJ.
- Schermerhorn, J. R., Jr. (1989). *Management for productivity (3rd ed.)*. New York: John Wiley.
- Schweiger, D. & DeNisi, A. (1991). "Communication with employees following a merger: a longitudinal experiment", *Academy of Management Journal*, Vol. 34 No. 1, pp. 110-35.
- Seashore, S. E. & Bowers, D. G. (1963). *Changing the structure and functioning of an organization*. Ann Arbor, MI: Institute for Social Research.
- Seashore, S. E. & Bowers, D. G. (1970). *The durability of organizational change*. *American Psychologist*, 25 (no. 3), 227-233.

REFERENCES (Cont.)

- Shaw, D. (1986). *Staff opinions in library automation planning*. *Special Libraries*, 77(summer), 140- 151.
- Smelzer, L.R. & Zener, M.F. (1992). "Development of a model for announcing major layoffs", *Group and Organization Management: An International Journal*, Vol. 17 No. 4, pp. 446-72.
- Smith, K. K. (1982). *Groups in conflict: Prisons in disguise*. Dubuque, IA: Kendall/Hunt.
- Spreitzer, G. M. & Quinn, R. E. (1996). *Empowering middle managers to be transformational leaders*. *Journal of Applied Behavioral Science*, 32(3), 237-261.
- Starbuck, W. H. (1965). *Organizational growth and development*. In J. E. March (ED.) *Handbook of organizations* (pp. 451-533). Chicago: Rand McNally.
- Taber, T. D. & Taylor, E. (1990). *A review and evaluation of the psychometric properties of the job diagnostic survey*, *Personnel Psychology*, 43, 467-500.
- Tajfel, H. (1978). "Inter-individual behavior and inter-group behavior", in Tajfel, H. (Ed.), *Differentiation between Groups: Studies in the Social Psychology of Intergroup Relations*, Academic Press, London, pp. 27-60.
- Taylor, J. R. (1993). *Rethinking the Theory of Organizational Communication*. Ablex, Norwood. NJ.
- Terry, D.J. & Jimmieson, N.L. (1999). "Work control and employee wellbeing: a decade review", *International Review of Industrial and Organizational Psychology*, Vol. 14 No. 4, pp. 95-148.
- Terziowski, M. (1997). *A Longitudinal Study of Quality Management Practices in Australian Organizations*, Department of Management, Monash University, Melbourne.
- Thompson, J. D. (1967). *Organizations in action*. New York: McGraw-Hill, 1967.
- Tichy, N. M. (1982). *Managing change strategically: The technical, political, and cultural keys*. *Organization dynamics*, 11, 59-80.

REFERENCES (Cont.)

- Tompkins, P. K. & Cheney, G. (1983). *Account analysis of organizations: Decision making and identification*. In L. L. Putnam & M. Pacanowsky (Eds.), *Organizational communication: Traditional themes and new directions* (pp. 179-210). Beverly Hills, CA: Sage Press.
- Tsoukas, H. (1996). *The firm as a distributed knowledge system: A constructionist approach*. *Strategic management J.* 17(Winter Special Issue) 11-25.
- Tsoukas, H. & Chia, R. (2002). *On Organizational Becoming: Rethinking Organizational Change*, *Organization Science*, Vol. 13, No. 5, September - October 2002 (pp. 567-582).
- Turner, J.C. (1985). "Social categorization and the self-concept: a social cognitive theory of group behavior", in Lawler, U.J. (Ed.), *Advances in Group Processes*, JAI Press, Greenwich, CT, pp. 77-122.
- Van de Ven, A. H., Delbecq, A. L., & Koenig, R. (1976). *Determinants of coordination modes within organizations*. *American Sociological Review*, 41, 322-338.
- Van de Ven, A. H. & Poole, M. S. (1995). *Explaining development and change in organizations*. *Acad. Manage. Rev.* 20(3):510-40.
- van Vuuren, T., Klandermans, B., Jacobson, D., & Hartley, J. (1991). "Employees' reactions to job insecurity", in Hartley, J., Klandermans, B. and van Vuuren, T. (Eds), *Job Insecurity: Coping with Jobs at Risk*, Sage Publishers, London, pp. 79-103.
- Veaner, A. B. (1974). *Institutional political and fiscal factors in the development of library automation, 1967-71*. *Journal of Library Automation*, 7(March), 5-26.
- Waddell, D. & Sohal, A. S. (1998). "Resistance: a constructive tool for change management", *Management Decision*, Vol. 36 Iss: 8, pp.543 – 548.
- Waldron, V. R. & Krone, K. J. (1991). The experience and expression of emotion in the workplace. *Management Communication Quarterly*, 4, 287-309.
- Wanberg, C.R., & Banas, J.T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85, 132-142.

REFERENCES (Cont.)

- Watson, G. (1969). *Resistance to change*. In W. G. Bennis, K. D. Benne & R. Chin (Eds.), *The planning of change* (2nd ed., pp. 488-498). New York: Holt, Rinehart & Winston.
- Watzlawick, P. & Weakland, J. & Fisch, R. (1974). *Change*. New York: Norton.
- Weick, K. (1979). *The social psychology of organizing*. 2nd ed. Reading, MA: Addison-Wesley.
- Weick, K. (1995). *Sensemaking in organizations*. Thousand Oaks, CA: Sage.
- Weick, K. & Quinn, R. E. (1999). *Organizational Change and Development*, *Annu. Rev. Psychol.* 1999. 50:361-86, University of Michigan Business School, University of Michigan.
- West, M. A., Hirst, G., Richter, A., & Shipton, H. (2004). *Twelve steps to heaven: Successfully managing change through developing innovative teams*. *European Journal of Work and Organizational Psychology*, 13: 269-299.
- Woodman, R. W. (1989). *Organizational change and development: new arenas for inquiry and action*. *J. Manage.* 15:205-28.
- Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). *Toward a theory of organizational creativity*. *Academy of Management Review*, 18: 293-332.
- Zaltman, G. & Duncan, R. (1977). *Strategies for Planned Change*, Wiley, Toronto.



APPENDIX A
INTERVIEW QUESTIONNAIRE

INTERVIEW QUESTIONNAIRE

1. What is your opinion about changes in your daily life and your organization?
2. What can be reason for you to resist changes in your organization?
3. What can be reason for employees to resist changes in your organization?





APPENDIX B
INTERVIEW TRANSCRIPTS

INTERVIEW TRANSCRIPTS

Name: Ms. P

Working Experience: 17 years

1. What is your opinion about changes in your daily life and your organization?

Ms. P: I think that we cannot escape change, for example, I have to drive to office instead of using sky train because of changing workplace. For my career life, I have faced directly with take over issue. The owner has been changed from Westerner to Japanese. So, my feeling about change is that a normal and unavoidable issue.

2. What can be reason for you to resist changes in your organization?

Ms. P: It should be a communication. If company does not prior inform any reason and inform who can give me information about change, I will not be fine with it. I personally do not like it. But if company has a well inform in every step of changing process with clear changing's direction and open for employee's feedback and attitude towards change, I will not have resistance to that issue. That is because I feel that company supports employee well. This makes me can cope with change confidently. In the other hand, if employee have negative feedback with change and company is going to proceed that change, I will not accept it.

3. What can be reason for employees to resist changes in your organization?

Ms. P: If I am talking about my personal life, I do not have resistance issue. But If I have this issue with my boyfriend, I will easily break up with him. So, I will better share about my career life. I see many people resign because they cannot accept change in their company. I also have case that they keeps silence when they resist changing and it affects to working's performance. Job that have been done slower and employee ignore boss's command are signals of employee's feedback to change in company. Actually, it depends on company whether company explains and fully supports employee or not. The distinctive of employee's resistance can be resignation, silence, ignore, or it can be worse, for example, they discuss and share negative

attitude among their colleagues. This negative attitude will be widely spread and difficult to control. These all employee's feedback shows negative feedback of change in company which company cannot be negligent.

Jarossanon: So, the main reason is lack of mutual communication, right?

Ms. P: I think it is because there is no communication. Even, the little issue, that I change position of working table to let employee sitting with their new boss. If I do not inform them in advance, they will resist and complain about it. So, I think that resistance mainly comes from lack of well communication.

Name: Mr. U

Working Experience: 11 years

1. What is your opinion about changes in your daily life and your organization?

Mr. U: Actually, most of people always do not like change. If it is a good change, everybody will accept it. But if change affects to career life or personal life, no one will need change. When we are looking at career life, change that brings more difficulty, displeasure, and limitation to existing company's policy will raise resistance in organization. Especially, some changing policy which is not flexible and is not adjustable will lead to high rate of turnover in organization because employee thinks that resignation is the best solution for both sides.

2. What can be reason for you to resist changes in your organization?

Mr. U: If I am thinking about the worst change that I have never accepted, it will be the policy changing. Some new policy generates difficulty and obstacle to my working lifestyle. For example, office hour's policy, imagine that I have to entertain customer late at night and boss and management team want me to come to office early tomorrow morning for a meeting or whatever reason because of new policy. I feel so uncomfortable with that because they do not understand my working field.

3. What can be reason for employees to resist changes in your organization?

Mr. U: A main reason is attitude because we have to accept that each person has different attitude. When we are discussing about work, many employees will have

comments and complains. For example, why I have to work harder than anybody else? If organization does not have a good solution to solve issue, it will become organization's issue at last. So, organization must have a communication in advance and discuss with employee as much as they can before they launch any new policy or change takes place.

Name: Mr. N

Working Experience: 11 years

1. What is your opinion about changes in your daily life and your organization?

Mr. N: If you ask me about change, the big picture is Thai people quite unlike change because they do not know the result and direction of change. It can be position or negative. So, they will fear because of unknown destination. But if there is a clear change's direction, people will know that result is preferable or undesirable. The preferable result will not be a problem while undesirable or unforeseen result will lead to resistance.

2. What can be reason for you to resist changes in your organization?

Mr. N: It should be change that does not match with my expectation. If change leads to unexpected issue in both personal life and career life, I will not be happy with that change. For example, the direction of my career path is going to the unexpected way because of change. I would like to grown in sales, but, change leads me to grow in services or marketing, even, a good change, I will have resistance to it. I feel I lose my direction because of that change.

3. What can be reason for employees to resist changes in your organization?

Mr. N: The main issue is communication. Organization must have a good communication to make employee understands change well enough and a very clear vision. An effect and result must be clarified. As a team, a good change for me is a good change for a whole. So, we must have communication and discussion to find the best way solution that whole team can accept. What are an advantage, disadvantage, and compensation to make people are fine with change?

Name: Ms. B

Working Experience: 6 years

1. What is your opinion about changes in your daily life and your organization?

Ms. B: Change can be split in many issues. If it is a system changing, I will be fine to study because my company is in a telecommunication field and it always changes. So, it is okay for me. But if it is a change that cannot prove the better result, I will not quite agree to that change.

2. What can be reason for you to resist changes in your organization?

Ms. B: I will have resistance to change if that change leads to worse working process, more complexity, and worse performance. But if change lead to better performance and have employee's training, guideline, and manual, I will be agree to that change. Moreover, there is many new generation in my company. So, the gap between new generation and older generation is quite less which is easy to execute change. In the other hand, resistance can be erupted in my company if change affects to violation of examining individual working performance. Many employees will consider that change to be an invasion of privacy.

3. What can be reason for employees to resist changes in your organization?

Ms. B: The benefit is the first issue that people consider. If change leads to increasing of workload, extending of after work, and private life, they will not support and reject it. The other issue is boring to learn new technology. Sometime, there are too many complex systems and technologies. It is very difficult to understand all of new coming. In addition, each person has different learning skill and capability. So, some people are bored with overwhelming change.

Name: Ms. T

Working Experience: 8 years

1. What is your opinion about changes in your daily life and your organization?

Ms. T: Actually, I just changed to work with new company. There are many changes in my new role. So, I feel that change is unavoidable issue. It depends on changing situation and environment whether it is a gentle change or a rapid change. Then, can we accept it?

2. What can be reason for you to resist changes in your organization?

Ms. T: I will be fine if company inform me in advance and ask for comment before change takes place. But if there is no any inform, even, it is a good change or a promotion, I will be upset and resign from company. I like to be informed in advance because I have experience with uninform issue and sometime, company move me in position that they claim that it is a bigger scale. The point is I do not like it and think that I am not suitable with that position. This makes me feel unhappy with my new role and do not want to do it anymore because of worse performance.

3. What can be reason for employees to resist changes in your organization?

Ms. T: From my experience, people mostly have resistance to uninform change in advance or immediately shift the position. This is because they are not ready and unprepared about change. Some people resign after change takes place because of this issue. But in senior people, although they do not like change, they will have to accept it at last because it is quite difficult for them to find new job. It is different from my age. My age mostly resign if they cannot accept change but for senior people, they cannot.

Name: Ms. R

Working Experience: 25 years

1. What is your opinion about changes in your daily life and your organization?

Ms. R: I personally do not resist to the changes that occurred in life. I mean if I can cope with that kind of change, I will not resist it.

Jarossanon: Would you give example and explain more? What kind of change that you can accept?

Ms. R: My career life, for example, my boss was changed because of company's restructuring. My boss had to resign from company. At that time, everyone in business unit thought that my department had to resist intensively, but, in reality, there was no one in my department resisting to this change. Although we really love our boss, we understand that nothing is sure and we are fine to accept it. Change is all around.

2. What can be reason for you to resist changes in your organization?

Ms. R: I will resist to the change if I feel I am exploited from that change.

Jarossanon: Please give me example. What is change that exploit in your meaning?

Ms. R: For example, right now I feel that salary increasing policy of my company is unfair. Previously, my salary was increased 10% per year. Now is increased approximately 2% or 3%. This mean the amount of salary increased will not be different from the past, although my salary now is higher. So, I feel like I drag my feet.

Jarossanon: Your point is that you can accept change unless it affects to your existing benefit. Am I right?

Ms. R: Yes, normally, I do not have problem with the company's policy, but, what the company doing right now is not moving forward. Company asks every employee to improve our skill every year. They give us more work load, change our working process, etc., but, the benefit that we get is same or less. In the other hand, I am thinking about other employees who have less salary than me. They will get very small amount of salary increasing which is so bad.

3. What can be reason for employees to resist changes in your organization?

Ms. R: They have resistance for sure.

Jarossanon: You mean they have resistance about new salary increasing policy, right?

Ms. R: My colleague has many issues about changes. Actually, it is almost every change.

Jarossanon: Can you give me an example?

Ms. R: I mean actually there are some people cannot accept to change boss.

Jarossanon: So, how do they express their opinion?

Ms. R: They just gossip about this issue.

Jarossanon: You mean they do not express or against strongly in front of new boss.

Ms. R: Yes, they gossip only.

Jarossanon: I see. People you know. They gossip when they are angry or offensive without any affect to their responsible work.

Ms. R: It is because they work here so many years and there are many changes occurred in company. Although they do not like some change, they are used to it and finally can accept it.

Jarossanon: Wow, how long do they work here?

Ms. R: Ten years or more.

Jarossanon: They have royalty to company. So, they are welcome to adapt to company's change.

Ms. R: Yep.

Jarossanon: I would like to ask more about your opinion to change. What is the reason for you to accept change in your company? As you told me, you are welcome to accept it.

Ms. R: First, I have to know the situation of change. What does company want to change? If it does not affect that much or I can adapt to it, I will accept it. For example, our new boss has new strategy to manage to use recycle paper. I am okay with it because I ordinary do it.

Jarossanon: You mean that you can accept this issue because it does not affect you, right?

Ms. R: Yes, I do not consider it as a change because it does not affect me.

Jarossanon: I see. If you can compromise to change that company offer, you will accept it. But if company exploits or take too many advantages, your benefit for example, you will not accept it. Am I right?

Ms. R: Yes, I have no problem with any company's policy as long as it does not affect to my personal benefit.

Name: Ms. S

Working Experience: 11 years

1. What is your opinion about changes in your daily life and your organization?

Ms. S: I think it is impossible to escape change. I mean even problem that I face every day is different. So, it depends how much I can cope and manage problem.

Jarossanon: You mean you are okay with change and can accept change, right?

Ms. S: Yes, because company hires me to solve the problem and solving problem is already led to change.

Jarossanon: How about changing in organization chart, structure, or working process? Are you fine with it?

Ms. S: Before change happens, we must know the direction, even organization chart, whether it makes sense or not. We were all informed from the first day we started working about our position and role in company. So, boss will inform and communicate with subordinates before change is taking place. If anyone is not happy with it, they have to give a comment and express opinion at that period.

Jarossanon: You mean everyone has to express any comment before change takes place to find the best way out.

Ms. S: Absolutely.

2. What can be reason for you to resist changes in your organization?

Ms. S: It is only one thing which is cause and effect. Everything can be changed, but, it must be reasonable. If change takes place under morals, justice, and possibility, it will be fine for me. In the other hand, if company applies change without reason and result, I will not be happy with that.

Jarossanon: You mean if you do not know the result of the change, you will not accept it, right?

Ms. S: Not really. The result is kind of the risk that we have to take. Every change must have own result, but, we must prior scent about the intention and way of change.

Jarossanon: If company does not inform about reason and cause and effect of change, you will not accept that change, will you?

Ms. S: Yes, if company change without any signal and mutual communication, I will not agree to take it. Company must have explanation.

Jarossanon: I see. Company must have clear explanation for everyone and make us understand the changes that happen around in company.

Ms. S: Yes, we are not robot. We come to work in our position. We know what we are doing right now. If there is any change in company that we have never discussed before, we have a right to know.

3. What can be reason for employees to resist changes in your organization?

Ms. S: There are many reasons to resist changing in company. First is working experience and there are two types of this kind of person, which are people who like change and people who do not like change. For people who like change, they are welcome to do whatever boss commands, but, for people who do not like change, they will strongly resist to change. This is because they are very expertise what they are doing. Changing any part of their working process is not the thing that they are familiar with. Secondly is changing position ranking. People who are promoted to higher position do not willing to take it because they have more responsibility based on same salary, benefit, and bonus.

Jarossanon: Is it unfair for you?

Ms. S: Of course and problem between chief and subordinates is also a big issue. People mostly have many issues with their boss in their career life. If they have different working style and attitude, subordinates will normally resist and against their boss.

Jarossanon: This issue is related to new boss only, right?

Ms. S: It can be new boss or existing boss. If working style and attitude are different, resisting and opposition are erupted.

Name: Ms. W

Working Experience: 25 years

1. What is your opinion about changes in your daily life and your organization?

Ms. W: I am fine with change that I am promoted to have higher position. Right now, I am taking care of accounting and finance department. Then, my boss is asking me to take care of two more departments which are human resource and purchasing department. Actually, I feel worried and frustrated to take care of these three departments at the same time.

Jarossanon: Why do you worry and frustrate?

Ms. W: Subordinates in human resource and purchasing department have resistance when I am taking place to be their new boss. I understand that Managing Director, my boss, have not prior informed and had any communication with employees in advance of both departments about this change. Moreover, I have enforced existing rules and regulations of company that used to be neglected becoming effective immediately when I am in charge. For example, company will deduct salary in case of absence without informing in advance, all employees have to wear uniform every day, and all employees cannot clock in and clock out for anybody else. There are many employees feel uncomfortable with it. When any employees break the company's rules and regulations, I will have human resource officer to warn them. Both human resource officer and other employees will be sarcastic and have ironical word, "It is a new boss command".

Jarossanon: Why do subordinates in human resource and purchasing department resist you to be their new boss at the first place?

Ms. W: There are some people in both departments thinking that they are well-qualified. They hope and expect to be promoted after their ex-boss resigns from company. Unfortunately, before ex-boss of human resource resigns, there is an issue to move payroll from accounting and finance department to human resource. Managing Director is afraid that more people are going to know about salary. He does not agree to move payroll to human resource. So, he decides to promote me to take care of human resource to end this issue. The problem is many people are disappointed because they quite believe that they will be promoted. They do not

understand management's direction. They believe that they have enough experience to be a chief. They resist having people from other department to be their boss.

2. What can be reason for you to resist changes in your organization?

Ms. W: It is all about agreement. For example, boss promises to promote me if I can handle more responsibility and make it done in specific period of time, but, he or she does not. I will resist because he or she does not keep promise with me. It is very unfair for me.

Jarossanon: You mean you are fine with change, but, you are unacceptable with breaking promise and benefit.

Ms. W: That is right.

3. What can be reason for employees to resist changes in your organization?

Ms. W: The thing that I always met is sending employee to seminar. My company sends representative employee to the seminar every year to update new information, laws, and rules and regulations, but, they are not willing to go and do it. They feel like it is an extra responsibility for them. Besides, they have to summarize, present updated information to everyone in department, and know how to apply to their existing work. They do not want to have more responsibility under same benefit.

Name: Ms. Y

Working Experience: 7 years

1. What is your opinion about changes in your daily life and your organization?

Ms. Y: I personally think that change is a normal issue. Either it happens within department or organization or either it affects to working process or working environment, I am used to it. I am trying to live with changing environment and adapt to situation around. Do not make it to be big deal in personal life and career life.

2. What can be reason for you to resist changes in your organization?

Ms. Y: It depends on what will be changed? I consider separately between people change and workload change. People change means changing of any parties that is

related to my responsibility. It can be boss or subordinates. Workload change means changing of the increasing or decreasing of assignment. If it is a workload change, I will consider about agreement between company and me. I am personally fine to have more responsibility because of my existing position, my duty, and my working experience. It is not strange, so, I do not have resistance for this issue. For me, I think agreement is much more important than anything. If boss cascades more work to me, I must have distinctive information about it because there are many parties involved, for example, job description, scope of working process, auditor, and advantage of disadvantage of what I am going to do. So, agreement must be clarified which is led to the best benefit and the best outcome of company. If company has no clear cause and effect for change that they offer, I cannot accept it.

3. What can be reason for employees to resist changes in your organization?

Ms. Y: Normally, resistance will be erupted after change takes place and each person has different reaction and feedback to change occurred. I frequently found that the cause of resistance in organization came from losing benefit. When there are changing of position and responsibility, the package of benefit is very important. If company concerns about promise, win-win agreement, and employee's benefit, resistance will be less. If company concerns only their own benefit, resistance will be high. No one would like to have more responsibility based on less or same benefit. This will become serious internal issue. The working's result will be poor or below standard because employees will have negative attitude towards that kind of change.

Name: Mr. A

Working Experience: 10 years

1. What is your opinion about changes in your daily life and your organization?

Mr. A: Actually, change happens all the time, but, people tend to be afraid of it at the first place. Everyone has their own comfort zone and they do not want to lose it. They think that their work is not a subject to change. They do not know how change affects to their current position. This leads to resistance to change. However, each organization has corporate strategy and policy which is difficult to resist. Especially,

Japanese company, everybody has to strictly follow company's direction. So, any change that happens in company will not be different from company's direction. It can be only modification to improve working process. If we understand organizational culture clearly, we will be fine with any adjustment related to company's direction. All employees are a part of company. We suppose to drive business to achieve company's goal. So, I personally think that change is an ordinary issue.

2. What can be reason for you to resist changes in your organization?

Mr. A: As I mentioned earlier, everyone has their comfort zone. Everyone is thinking about salary and welfare that they have right now. If change affects to their existing benefit, for example, salary decreases 10%, or some welfare is cut away, resistance will be confidently erupted. Unless it affect to benefit, most of people are fine. Job description is surely different from the first day that we worked because of working experience. So, changing that affect to benefit is an issue.

3. What can be reason for employees to resist changes in your organization?

Mr. A: For example, changing in position and responsibility. Some people are not fine with rotation because they stick to their old position and are fear of unknown. In the other hand, some rotation has affected to the increasing of individual workload. Many people are unhappy with that because it affects to their work-life balance. Moreover, people do not to minimize their benefit to reduce company's expense. These all will affect to working energy and quality of all employees because it is unfair to everyone.

BIOGRAPHY

NAME	Jarossanon Thovicha
DATE OF BIRTH	18 th November 1985
EDUCATION	
2015	Master of Business Administration, Stamford International University
2008	Bachelor of Communication Arts, Bangkok University International College
NATIONALITY	Thai
HOME ADDRESS	2/71 Town Avenue Rama II, Soi Phutthabucha 9, Bangmod, Jomthong, Bangkok 10150
EMPLOYMENT ADDRESS	2533 Sukhumvit Road, Bangchak, Phrakhanong, Bangkok 10260
POSITION	Merchandiser
EMAIL ADDRESS	planaka@hotmail.com