

# Analysis of Factors Influencing Resistance in Organizations at the Ilir Village Office, Gunungsitoli Sub-district, Gunungsitoli City

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## ABSTRACT

Several problematic phenomena have occurred at the Ilir Village Office, Gunungsitoli Sub-district, Gunungsitoli City, including the emergence of new regulations in managing the organization, which has led to employee resistance, such as changes in office hours. Additionally, the introduction of new innovations or systems in managing and executing office duties and responsibilities, as well as the implementation of new technologies intended to facilitate task execution, have also contributed to resistance. This study aims to identify the factors causing resistance within the organization at the Ilir Village Office, Gunungsitoli Sub-district, Gunungsitoli City, and to determine the efforts made to overcome this resistance. This research is qualitative in nature, with data collection techniques including observation, interviews, and documentation. The informants in this study consist of five employees from the Ilir Village Office, selected using purposive sampling. The results of the study indicate that several factors cause resistance within the organization at the Ilir Village Office. These factors include uncertainty about changes, dissatisfaction with changes, ineffective communication, concerns about job impacts, and worries about changes in compensation. Additionally, the study identifies various efforts that can be made to address this resistance

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## 1. INTRODUCTION

In the midst of the constant tumult of change across various aspects of social, political, and economic life, the Ilir Village Office in the Gunungsitoli Sub-district, Gunungsitoli City, stands as a pivotal arena where change encounters resistance within the organization. Serving as an administrative hub that manages resources and caters to the community, the village office plays an indispensable role in facilitating interactions between local government and residents. However, as often observed in many public organizations, the implementation of new policies or changes is frequently hindered by resistance stemming from within the organization itself (Kaiser et al., 2023).

In the context of the Ilir Village Office, resistance may arise from various complex factors. Organizational culture deeply ingrained and traditions passed down from generation to generation can pose obstacles to adopting change. Attachment to old ways and discomfort with the new can impede adaptation to change initiatives. Additionally, the political dynamics and power struggles

within the organization can also influence resistance. Competing interests, power conflicts, and changes in internal hierarchies can trigger rejection of proposed changes (Sharma & Kayeser, 2024).

Equally important, uncertainty about the implications of change can also reinforce resistance at the Ilir Village Office. In an environment where stability and sustainability of public services are priorities, anxiety about the uncertainty brought about by change can lead employees to reject such changes. Resource constraints, whether financial, human, or technological, can also be significant barriers. Implementing changes that require additional investment in resources can be a daunting hurdle to overcome (Fedorenko et al., 2023).

Related to this, ineffective communication and limited stakeholder participation can also increase resistance at the Ilir Village Office. If employees feel unheard or lack opportunities to contribute to the change process, they may feel alienated and tend to reject it. Conflicts of values and interests between organizational leaders and staff members can also reinforce resistance. Alignment between organizational values and change objectives needs to be established to avoid unnecessary conflicts.

However, resistance can also have significant social and psychological effects. Change can trigger fears of job loss, social status decline, or changes in interpersonal relationships. Managing the social and psychological impacts of such changes is key to reducing emerging resistance. Therefore, effective change management strategies must take these aspects into account (Scholdra et al., 2023).

Through a better understanding of the factors influencing resistance, the Ilir Village Office can develop more effective change management strategies. By strengthening communication, building support and participation from stakeholders, and creating an environment conducive to adaptation and innovation, it is hoped that this research can make a valuable contribution to improving organizational performance and public service delivery at the Ilir Village Office, as well as providing broader insights into the dynamics of resistance within local government organizations.

## 2. RESEARCH METHOD

The research methodology adopted for this study is primarily descriptive in nature, aiming to provide a comprehensive description and analysis of the factors influencing resistance within organizations, specifically focused on the Ilir Village Office in the Gunungsitoli Sub-district, Gunungsitoli City. Descriptive research aims to describe and analyze phenomena, social activities, attitudes, and human perceptions. As outlined by Sugiyono (2018), qualitative research methodology, which emphasizes the observation of phenomena and the examination of their substantive meaning, is utilized in this study (Cay & Irnawati, 2020).

Regarding the type of research, it is categorized based on the data type, namely qualitative, quantitative, or a combination of both. In this study, a qualitative approach is employed, emphasizing the observation of phenomena and delving into the substantive meaning behind them. The qualitative method relies on the collection of non-numeric data, such as statements or sentences, to provide insights into the research subject (Kocaman et al., 2023).

The variables of the study, as defined by Sugiyono in (Hultman et al., 2023), refer to attributes, properties, or values of individuals, objects, or activities that exhibit certain variations and are selected by the researcher for study and subsequent conclusions. Based on the research title focusing on analyzing the factors influencing resistance within the Ilir Village Office, each variable is defined and operationalized. The indicators used to measure the factors influencing resistance include habit, sense of security, economic factors, fear of the unknown, and selective perception.

The research is conducted at the Ilir Village Office in the Gunungsitoli Sub-district, Gunungsitoli City, located at Jalan Kelapa No. 4-A, Lingkungan VIII, Kelurahan Ilir. A detailed research schedule is established to guide the implementation of the study, including activities such as proposal preparation, consultation with advisors, proposal submission, seminar preparation, research seminar, data collection, thesis writing, and thesis defense. Data for the study are collected through both primary and secondary sources. Primary data are obtained directly from respondents through interviews, while secondary data are gathered from various literature sources, books, journals, and articles related to the research topic.

Instruments used for data collection in qualitative research primarily rely on human researchers as instruments. The primary data collection techniques employed in this study include interviews and observations. Data analysis in qualitative research involves multiple stages, including data collection, data reduction, data presentation, and conclusion drawing. These stages are crucial for interpreting the collected data accurately and drawing meaningful conclusions. Overall, the research methodology for this study emphasizes a qualitative approach to thoroughly investigate and understand the factors influencing resistance within the Ilir Village Office, contributing to the body of knowledge on organizational dynamics and management practices (Marc Lim, 2023).

### 3. RESULTS AND DISCUSSIONS

The discussion on the analysis of factors influencing resistance within organizations at the Ilir Village Office involves identifying and understanding various aspects that can affect the performance of employees in carrying out governmental tasks and development at the village level. This analysis is crucial for evaluating the extent to which the performance of employees at the Ilir Village Office with resistance has achieved the set goals and targets, as well as identifying areas that need improvement. Resistance within the organization at the Ilir Village Office leads to reactions or opposition from employees to proposed or implemented changes, which are mandatory for all Civil Servants without exception (Fedorenko et al., 2023).

Based on the research objectives and theories outlined in Chapter II, it is apparent that several factors contribute to resistance within the organization at the Ilir Village Office in the Gunungsitoli Sub-district, Gunungsitoli City. Firstly, uncertainty arises when changes are not adequately explained or their impacts are not clearly understood by employees, leading to anxiety and resistance. For example, the lack of notification or memorandum from the district level regarding salary deductions for the activities of the Women's Association (DWP) creates uncertainty among village office employees (Rahmi Oktavia et al., 2022).

Secondly, dissatisfaction with changes occurs when employees perceive changes as unfavorable or detrimental to them personally, resulting in disagreement and resistance. For instance, the issue of downsizing positions, where certain structural positions such as the Head of Administration Section, Head of Revenue Section, and Head of Public Order Section are proposed for elimination, generates resistance among employees holding those positions (Irawan, 2023).

Thirdly, ineffective communication, which lacks transparency regarding the reasons behind changes, expected impacts, and implementation processes, can lead to mistrust and resistance. For example, the lack of transparent financial management communication, where financial management responsibilities were shifted from the village level to the district level, creates ineffective communication regarding the utilization of allocated funds at the village level (Cay & Irnawati, 2020).

Moreover, concerns about job impact and fear of negative evaluations resulting from changes can induce resistance. For example, the transition to a fully digitalized working system may cause resistance among employees who are not proficient in using digital applications.

Lastly, concerns about changes in compensation that may affect financial stability can create financial fears and resistance. For example, the reduction of Employee Additional Income (TPP) by 50% in the Fiscal Year 2022 results in resistance among all Civil Servants due to the impact on family expenses.

To address resistance to change within the organization at the Ilir Village Office, several efforts are proposed. Firstly, clear explanations and logical reasons for the implementation of new regulations need to be provided by relevant authorities to ensure acceptance and compliance. Secondly, efforts should be made to facilitate learning among employees to adapt to changes, particularly in adopting new work systems utilizing applications. Thirdly, employees need to manage their finances efficiently to mitigate the impact of compensation reductions. Lastly, employees should adopt a proactive attitude towards organizational changes, accepting decisions when implemented and striving to improve performance and discipline (Nurlita, 2016).

It is crucial for management at the Ilir Village Office to understand these factors and effectively manage them to reduce resistance when facing changes. Effective communication, employee engagement, support, and targeted approaches to addressing fears and concerns can assist in managing changes more successfully.

#### 4. CONCLUSION

Overall, the research underscores the importance of understanding and managing resistance to change within the organizational context of the Ilir Village Office. By recognizing the pivotal role of factors such as communication, participation, and clarity in navigating organizational transitions, the office can foster a culture of adaptability and collaboration. Moving forward, it is imperative for the Ilir Village Office to implement the recommendations outlined in this study. Effective communication strategies, proactive engagement of employees in decision-making processes, and the provision of clear guidelines and training can significantly mitigate resistance and facilitate smoother transitions. In conclusion, addressing resistance to change requires a multifaceted approach that considers the unique dynamics and challenges of the Ilir Village Office. By embracing change as an opportunity for growth and improvement, the office can foster resilience, innovation, and ultimately, enhance organizational effectiveness and performance.

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