

# Challenging Sacred Cows that Inhibit Successful Organizational Change and Development

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## Abstract

The aim of this conceptual research study is to provide a conceptual framework on crucial barriers to organizational change and development and the employees' resistance to change. Initially, fail to involve individuals in the organizational change process, poor or inefficient communication, inadequate resources or budget which all lead to organizational inertia, and it refers to a widespread tendency for an organization completely to resist change and choosing to maintain the status quo. However, leaders understand the importance of organizational change and development because they always pursue to improve the organization's capacity to boost its internal and external functioning and productivity. On the other hand, organizations usually become inflexible and can't adapt to environmental or internal demands for change and so managers seek for the ways of breaking down the barriers to organizational change and creating a smoother work process and a healthy work culture for the individuals in organizations. In sum, in this conceptual study, the major causes of resistance to organizational change and development will be outlined and solutions will be offered to overcome the barriers in organizations.

**Keywords:** Organizational Change, Organizational Development, Resistance to Change

**Jel Codes:** M10, M12.

## Örgütsel Değişim ve Gelişimin Başarısını Engelleyen Kutsal İneklerle Mücadele Etme

### Özet

Bu araştırma makalesinin amacı örgütsel değişim ve gelişime karşı önemli engelleri ve çalışanların değişime olan dirençleri ile ilgili kavramsal bir çerçeve ortaya koymaktır. Öncelikle, bireyleri örgütsel değişim sürecine dahil etmede başarısızlık, yetersiz veya etkisiz iletişim, yetersiz kaynaklar veya bütçe örgütsel atalete yol açmaktadır ve bu da örgütün değişime tamamen ayak diremesi ve mevcut durumu korumayı tercih etmesini anlatmaktadır. Bununla birlikte, liderler örgütsel değişim ve gelişimin öneminin farkındadırlar çünkü onlar sürekli olarak örgütün içsel ve dışsal işlevi ve üretkenlik kapasitesini artırmanın peşine düşmüşlerdir. Öte yandan, örgütler genellikle değişime yol açan içsel ve çevresel taleplere ayak uyduramazlar ve esnek olamazlar ve bu yüzden yöneticiler örgütsel değişimi durduran engelleri ortadan kaldırmamanın ve örgütteki bireylere uygun daha düzgün bir iş yeri ve kültürü sağlamanın yollarını aramaktadırlar. Özetle, bu çalışmada örgütsel değişim ve gelişimi akamete uğratan önemli sebepler ortaya konacak ve örgütlerdeki bu sorunları aşmayla ilgili çözüm önerileri getirilecektir.

**Anahtar Kelimeler:** Örgütsel Değişim, Örgütsel Gelişim, Değişime Direnç

**Jel Kodları:** M10, M12.

**Araştırma ve Yayın Etiği Beyanı**

Çalışma "Etik kurul kararı gerektirmektedir."

**Çıkar Beyanı**

Yazar ya da üçüncü taraflar açısından çalışmada çıkar ilişkisi/çatışması bulunmamaktadır.

## 1. Introduction

As the technology has developed so fast since 2000s, it has also led to an increase in the efficiency of systems, products and services and it has changed the production, distribution of the products, goods and services and also the customer expectations throughout the world. Besides, it has had an enormous impact on daily organizational operations and transformed the norms of the workforce. Therefore, since organizations today face a dynamic and ever-changing business world, it's imperative for organizations to adapt the newest technological implements and change the way they function to survive and increase their

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profits in today's global economy. Shortly, at some point, every organization will certainly undergo a transition or change to remain viable and scale in order to keep up with the advancements and innovations in business world.

However, though the management teams usually understand the importance of organizational change and development due to the internal and external drivers that force organizations to implement required, up-to-date changes to their business models, it's so common that individuals in organizations hardly ever embrace change while majority of them remain stubbornly resistant to change. On the other hand, there are other various reasons that hamper the successful organizational change and development process such as the organization's size and structure, project capabilities, leadership effectiveness, competition capacity, organizational culture, its stakeholders, teamwork, and change readiness but it's so obvious that human factor is one of the most important elements in the successful organizational change and development process. For example, Stouten et al. (2018) emphasized that creating meaningful, sustainable organizational development strategies and implementing changes due to high technology, an increased dynamic changing workforce, competitive pressures, and socio-cultural environment are imperative for organizations and leaders strive to prompt their organizations and individuals to engage in and, attempt to adapt planned change and development process but it has been found out that organizational changes can be a source of too much stress for the individuals because it has been underlined that more than 90,000 workers experienced increased stress-related medication in a panel study conducted on organizational change and development. Additionally, Kim and Choi (2020) argued in their study that individual emotions play a key role in resistance to organizational change programs, and it has been stated that main human factors that affect the success of the organizational change process are uncertainty and anxiety of the situation after the change process, fear of the loss of the rights of vested interests, burdens originated from new technologies, basic personal habits, customs, the loss of sense of security and passions for stability. Hence, organizational change often leads to stress and anxiety, ambiguity, lowered concentration skills, heavier workloads, low morale which affect individuals' job performance and productivity negatively.

In sum, individuals are usually stressful because of the change-related strains in organizations and some of the individuals are called as "sacred cows", which refer to the type of individuals who reflect behavioral patterns such as reduced innovative thought, limited ability to respond agile to new applications and change, and as they always resist to organizational change and development processes in various ways and finally become costly to other individuals and organizations. Also, it's clear that future effectiveness of any organization is associated with organizational change and development and the first step of the change starts with the "sacred cow hunt" in organizations because they often have the feeling that they can never be questioned, and they inhibit change and prevent from responsiveness to new opportunities and changes. In conclusion, the main objective of this conceptual paper is to propose a holistic conceptual framework for the barriers to organizational change and development and the employees' resistance to change which lead to failures in change process in organizations and to offer solutions to the main problems of managing organizational change and development.

## **2. Organizational Change and Development**

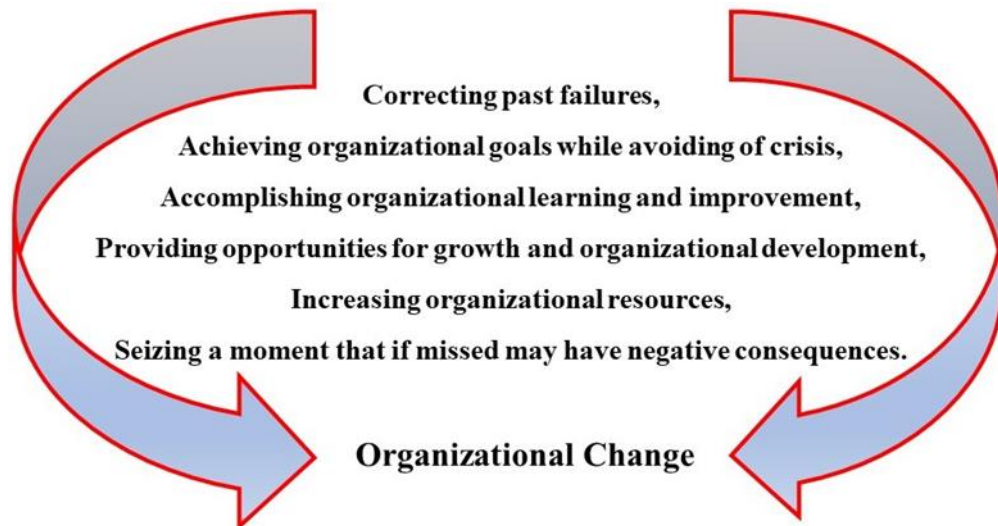
Organizational change and development are fundamentally the pursuits for not to fall behind in the competitive business world by relying on more modern change management practices and strategies. And, as "The ideal organization is capable of continuous adaptation" (Weick and Quinn, 1999: 366) is the general acceptance in the literature, it's inevitable for the leaders to seek for the best techniques to increase productivity and the employees' well-being as well for their organizations.

### *2.1. Organizational Change*

Change is an indispensable feature of both personal and organizational life. However, change is something that people seek, sometimes resist. Even though it can feel a little anxious, whether it can be recognized or

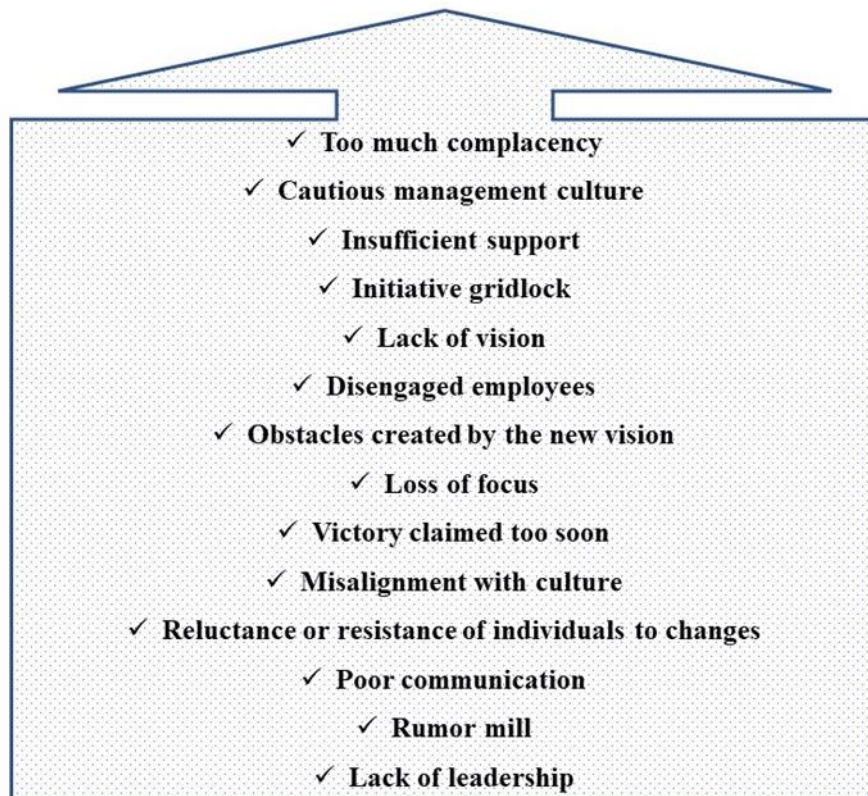
not, change is always happening, and especially internal and external circumstances and changes often have a dramatic effect on organizations as well. Therefore, it's obvious that a change in the environment often requires change within the organization operating within that environment. Besides, organizational change can be radical and quickly shift the way that any organization operates, or it can be gradual and slow when adjusting to new ways. Straight to the point, according to Oreg and Berson (2019), organizational change is the transition of the organization from one state to another and Hanelt et al. (2021) also defined organizational change as the difference in form, methods, quality, or state in progress of time in an organizational entity and operations. Figure 1 shows the main contributions of change to organizations:

**Figure 1.** The main functions of change in organizations



**Source:** Lewis, L. (2019). *Organizational change: Creating change through strategic communication*. John Wiley & Sons. pp. 2-3.

Indeed, Hussain et al. (2018) stated that organizational change process involves various stages and must be managed well to avoid failures. Besides, it has been emphasized that the well-known change model, which was first developed by Kurt Lewin involving three steps also known as the Three-Stage Theory, which he pointed out as unfreeze, change (Transition) and freeze (Refreeze), focuses on the analogy of how an ice block changes its shape to transform into a cone of ice through the process of unfreezing. Hereby, as change certainly embraces the disruption of that steady state, change is a complicated journey for an organization involves transforming new behaviors into an organization's new norms and which may not be very simple and often comprises of several stages of transitions or misunderstandings before attaining the stage of equilibrium or stability. Hence, the successful organizational change may be planned and this requires the system to be unfrozen initially. Moreover, Olafsen (2020) argued in their study that future organizations should focus on their ability to change to be sustainable and since organizations are open systems that are usually influenced by external forces, they adjust to major changes as often as every four to five years and the ability of the organization to change and adapt is very critical for reaching its goals and whole success. On the other hand, it has also been asserted that planned organizational change processes sometimes fail to achieve their intended purpose and as many as three out of four conversion change processes and strategic changes end in failure. And, these failures are especially experienced associated with the organizations' inability to set the stage for the "unfreezing" process which means the beliefs and attitudes of an organization's individuals are adjusted to support the change. However, there are various reasons that jeopardize effective, successful change management process in organizations. Figure 2 displays the main examples of why many change initiatives fail:

**Figure 2.** The main obstacles to change in organizations

**Source:** Page, L., & Schoder, J. (2018). Making change last: leadership is the key. *Journal of Business Strategy*. p:33; Hoag, B. G., Ritschard, H. V., & Cooper, C. L. (2002). Obstacles to effective organizational change: The underlying reasons. *Leadership & Organization Development Journal*. p.12.

In sum, Taylor (2019) also stated that 90% of organizations fail to execute their organizational change process or strategic plans successfully, especially due to human factor that is execution of a change process is a people problem because getting people to execute change process is hard. It has also been underlined that leaders must be intimately engaged with their subordinates in person during change process and must have a broad understanding of the organizational operations and their own functional responsibilities as well. Additionally, Matthyssen and Harris (2018) pointed out that individuals should 'be made ready' for the process of organizational change and readiness to change is one of the most important elements for the successful implementation of organizational change because resistance can be rather reduced if the organization is wholly ready for the change process and individuals will surely embrace change and newer applications more easily.

## 2.2. Organizational Development

To begin with, development is mainly the process of growth or an event forming a new stage in a changing situation and organizational development is a process which helps organizations develop by utilizing organizational resources to improve efficiency and productivity in the working environment. Brown and Harvey (2021) defined organizational development (OD) as the long-term efforts and programs focusing on improving an organization's ability to survive by changing its problem-solving and renewal processes by reinforcing of the strategies, structures, and processes which lead to organizational effectiveness. In addition, Basadur et al. (2012) defined OD as the planned actions, which are called as interventions, to boost organizational effectiveness and employee well-being by implementing theories from psychology

and organizational behavior. Furthermore, (OD) is not only based on the principle that for an organization to be effective but also it must adapt to change. To enlarge upon the definition of OD, Figure 3 shows the of the basic characteristics of OD programs:

**Figure 3.** The basic characteristics of OD



**Source:** Brown, D. R., & Harvey, D. (2021). An experiential approach to organization development. Pearson Education. p. 4.

Additionally, Schmitt and Palm (2017) argued that OD is the systematic, overall activities to ensure better working conditions for the employees and to increase their collective motivation to adapt to changes and innovations and OD also involves improved interpersonal and group interactions with more effective communication, and enhanced ability to overcome organizational problems. However, Heiko et al. (2010) maintained that today's high-technology and knowledge-based economy requires new concepts and methods for companies to sustain competitive advantage upon their rivals because customers are more sophisticated, segmented, demanding and expect more within the concept of customization, novelty, quality and cost-benefit. Therefore, leaders must focus innovative resources, capacities and strategies to ensure both short- and long-term success and survival relying on OD process, otherwise, they will not be ready to encounter very complex and multi-faceted problems due to various reasons, such as climate change, digitalization, demographic shifts, global expansion difficulties and immigration challenges.

In sum, as Philips et al. (2013) pointed out, organizations will always face fluctuations that have been caused by worldwide economical and political unprecedented events, so they must develop all the time and adapt new way of global thinking and innovations. It has also been underlined that organizations must seek the best processes of OD that involve quick response to change comprises of a sophisticated educational strategy which relies on changing the values, attitudes, standards, structure and belief of organizations so that organizations can better adapt to up-to-date innovations, new technologies and markets and also overcome challenges they face at any time. Also, Werkman (2010) stated that OD is a system-wide process of pre-planned change to improve overall organizational effectiveness and to add valuable contributions to the psychology of organizational behavior, group dynamics, process consultation and process facilitation

by intended interventions. Figure 4 shows the major interventions of OD:

**Figure 4.** The major OD interventions



**Source:** Phillips, P. P., Phillips, J. J., & Zúñiga, L. (2013). Measuring the success of organization development: A step-by-step guide for measuring impact and calculating ROI. American Society for Training and Development. p.4.

To sum up, it can be inferred that the innovation, which ensures product and service enhancement is one of the major benefits of OD and the success of the OD process mainly depends on various reasons such as leadership, innovation, inter-functional coordination, communication, on the other hand, building trust throughout the organization, creating the opportunity for employee feedback and involving all employees in decision making in OD process are also very important (Solanky et al., 2019:102-106). Besides, human factor is the critical in OD because if individuals are keen to learn new things and develop the learning environment in their organizations, then, they will surely enable their organizations to learn and develop too. In conclusion, as Park and Vargo (2012) cited one of the most famous management gurus, Peter Drucker's saying that "The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic", in today's ever-changing business world, organizational change and development is an inevitable process and leaders must understand the cycles of change which must happen for continuous organizational growth and successful progression toward in the overall organizational operations.

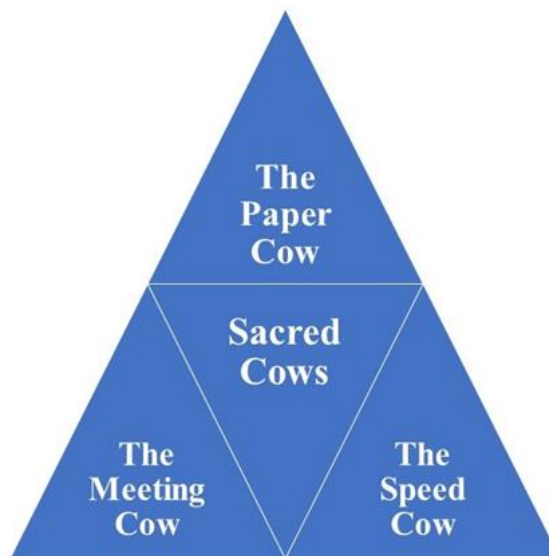
### **3. Sacred Cows that Hinder Successful Organizational Change and Development**

In today's dynamic ever-changing business world, the management team has always aimed at reducing costs, increasing productivity and improving organizational efficiency and these motives have led many organizations to consider changing organizational structures and key systems or processes. Besides, organizational changes not only involve all personnel, process and system-related changes but also, they include various changes in roles and responsibilities of the individuals in organizations, organizational structures, reporting relationships and staffing levels. Moreover, reorganization may be a major source of stress of the individuals, therefore, in order to manage successful change and development process at the organizational level, you must also lead change at the individual level. In addition, Thakur and Srivastava

(2018) underlined in their study that change often leads employees to feel like moving from the known to the unknown so, they often resist it at first, besides, employee's resistance also might be at higher levels when they think that organizational resources cannot meet the proposed change. It has also been emphasized that the concerns of the employees often raise as change bring discomfort for the employees as they are expected to come out of their comfortable zone.

However, the "sacred cows" manifests the outmoded beliefs, practices or attitudes that prevents responsiveness to new opportunities or the ones who are reluctant to leave their comfort zone and the ones who hamper the success of the change process in organizations with the perception of being untouchable, above criticism and beyond question. By showing resistance to change in various ways, they usually block their organizations' path to success, and finally, improvement efforts are doomed to fail because of their helpless behaviors. To make it clear, Muller-Smith (1999) pointed out that the term "sacred cows" was first coined in a book titled "Sacred Cows Make the Best Burgers", which was written by Robert Kriegel and David Brand in 1996, and the term sacred cows was defined as the type of individuals who feel suspicious about the change with the feeling of loss of control-power or excess uncertainty. It has been added that sacred cows also refer to behavioral patterns that are being continued to use although they might no longer be effective. Additionally, Aamodt (2015) argued that the very first step of a successful organizational change is the "sacred cow hunt" since some practices in organizations have been around for a long time and invisibly reduce productivity and resist change. Hence, Figure 5 displays the common three types of sacred cows in organizations:

**Figure 5.** The three common types of sacred cows



**Source:** Aamodt, M. G. (2015). *Industrial/organizational psychology: An applied approach*. Cengage Learning. p. 514.

### *The Paper Cow*

Kriegel and Brandt (2008) maintained that today's digital, information age advancements promise paperless offices but within the concept of the paper cow it has been underlined that paper cows refer to the unnecessary paperwork- usually forms and reports that cost organizations money to prepare, distribute, and read. Besides, it's believed that paper is reliable, it can't be hacked, or it can't corrupt. However, it's so common that as most people grew up using and they don't trust what they read on-screen because they think that they don't understand what they've read as well as when they read in print. Aamodt (2015) also argued that most of the paper that is being used in offices ends up in the waste stream, and much of this waste comes from printing off unnecessary documents so it has been mentioned that the best way of determining if something is a paper cow or not is to consider the extent to which the paperwork increases

efficiency, productivity, or quality in daily organizational operations. Moreover, Castillo-Carmelino et al. (2020) conducted a research study which analyzes a digitalization model focusing on lowering costs and operating times in organizations aiming at reducing paper usage and the timeframe in which files must be transferred to the corresponding institutions. Besides, the study not only emphasizes caring for the environment but also complies with the information exchange standards among people efficiently. In sum, according to the findings about paper consumption in Peru, it has been found out that 35% reduction in unnecessary operating costs, 90% decrease in document inquiries, and 100% cut in documentation-related expenses.

### *The Meeting Cow*

The Meeting Cow refers to the unnecessary length or number of meetings that are held frequently in organizations. Aamodt (2015) maintained that holding too many meetings will be drawback to organizational efficiency and leaders should consider the time spent during the meetings and the cost of the meeting (for example, one hour's payment of every attendee, cost of meeting room, cost of refreshments and supplies). Laker et al. (2022) also pointed out that about 70% of all meetings keep employees from working and completing all their tasks and it has emphasized that ineffective meetings that waste time can negatively impact psychological, physical, and mental well-being of the individuals in organizations. Furthermore, Molaro (2019) underlined that meetings are usually held to promote information sharing, enhance decision-making, promote problem solving, build team cohesion, and to reinforce organizational culture and meetings are constructive forums at which new ideas can be proposed and brainstormed, progress discussed, plans laid and problems can be solved, on the other hand, a meeting's effectiveness depends on setting a clear agenda, notions of engagement, preparation, sharing plans, communication, concision, conclusion and follow ups and concrete development, however, as Suárez-Barraza et al (2016) stated, too many, unnecessary and pointless meetings are the ones that never produce results for the organizational development.

### *The Speed Cow*

The Speed Cow refers to the rushing to get the jobs done and unnecessary deadlines. In addition, Kriegel and Brandt (2008) underlined a study's finding, which was conducted over 5.000 people that 90 percent of them were stuck in the speed trap in organizations. Also, it has been stated that it harms the company on many levels such as loss in employee productivity, performance, too much stress and a lot of accidents at work. Moreover, it has been underlined the disabilities and accidents caused by stress associated with the speed cow cost U.S. industry \$100 billion a year. Additionally, Bruch and Menges (2010) argued that organizations usually take on more than they can handle so they raise the number and speed of their activities, increase performance goals, shorten innovation cycles, and introduce new management technologies or organizational systems due to intense market pressure and finally, they fall into the speed trap and it leads to drawbacks to the organizations on many levels, such as over-accelerated firms fare worse than their peers on performance, efficiency, employee morale, productivity, and retention. Once again, according to Perlow et al. (2002) increasing the speed of organizational processes might be regarded as fruitful for organizational outcomes and can be gained competitive benefits of fast action, on the other hand, it has been underlined that achieving such increases in speed can be notably more problematic than it first appears because performance of the individuals in organizations deteriorates with time pressure though there is widely held belief that speed equals success in business world.

All in all, needless to say, change is inevitable, but it can be resisted whatsoever. In addition to this, the employees in organizations show resistance to change often with the fear that change will result in less favorable working conditions or financial outcomes. This reluctance is understandable, since individuals are comfortable doing things the old way. After all, the term sacred cow, which refers to the attitudes or individuals that exhibit resistance to change in various ways, is originated from the Hinduism, which reveres the cow as a holy animal and individuals who are called as sacred cows are the people that it's so hard to criticize them and are usually unreasonably immune to question. As they are seldom questioned and



are largely exempt from criticism or opposition, they are called as sacred cows in organizations, and eventually they jeopardize all organizational change and development stages in various ways. Last but not least, Quesnelle and Smith (2009) maintained that sacred cows are the piles of policies or patterns of behaviors that individuals engage in and are reluctant to change and sacred cows also refer to barriers to change and are the symbolic of the Organizational Immune System. It has also been stated that that sacred cow hunts, which are the attempts to spot the challenges, useless practices and counterproductive policies that waste time and to remove them in organizations, are essential in order to manage a successful management process.

## 6. Conclusion

This conceptual article presents a comprehensive framework on the organizational change and development and focuses particularly on behavioral and practical resistance to change within the concept of sacred cows in organizations. Initially, it's obvious that in today's ever-changing business world, change is inevitable for organizations because changes in technology influences companies' production techniques sales, costs, and marketing as well as customers' expectations. Besides, newer and better startup companies spring up nearly every day and forcing other organizations to re-appraise their business activities and to do what's necessary to remain competitive. Plus, new government regulations, new leadership, unprecedented events and fluctuations in the economy also cause change, while organizations try to find how to deal with lower profit margins within the stiff competition environment and finally all of these causes might lead to mergers, downsizing, re-organizations, or even bankruptcies. Therefore, organizational change process must be well planned, well managed, and well executed in order to be ethical and successful in the end.

However, as Kriegel and Brandt (2008) pointed out, majority of the strategies newer practices look good, sound great and make sense on the paper but the problem lies in implementation and when it's time to turn these ideas into action, trouble begins. Lines et al. (2015) underlined that implementation of new practices within the context of organizational change and development processes requires a concerted change management attempts to help individuals in organizations who must learn new practices while at the same time disengaging from traditional practices, which often have been built up over years of organizational operations. Besides, it has been argued that high failure rates are experienced through the change management and these failures highly depend on resistance from individuals in organizational members and this kind of resistance to change is associated directly with opposing actions that inhibit, oppose, or block change management attempts.

Then, in line with the information above, those are the questions: Is it possible to steer away from sacred cows in organizations? Are there any ways to tackle "the sacred cows", major inhibitors of change in organizations? As leaders pursue the ways of making their organizations agile and up-to date, they must overcome the main obstacles which hinder the organizational change and development process. Here are some major inhibitors that can destroy plans for and implementations of a more agile way of carrying out daily organizational operations and influence organizational growth:

- Not Getting Ready to Change: Getting individuals cognitively persuaded to accept, embrace, and adopt newer techniques and change is hard because individuals in organizations often show resistance to change either they simply do not want to change or perceived negative effect on their interests. Therefore, carrying out an effective change readiness assessment, which focuses on awareness, receptiveness, and capacity dealing with the next business transition, helps organizations measure how ready the wholly organization is for a change.

- Not Having an Up-To-Date IT Systems: It's so obvious that keeping pace with the technological advancements is not easy, however, implementing the highest technology in organizational processes is both difficult for the individuals and expensive. Besides, if organizations don't perform upgrades and updates in their technological capacity, they will surely experience "boiling frog syndrome" and fall behind.

- Not Having a Well-Defined Mission and Vision: It's certain that all organizations must have well-

defined purposes because these purposes influence and drive decisions, strategy, and efficient daily organizational operations. Additionally, these purposes should be involved in the “mission” which refers to why an organization exists and the “vision” which refers to where the organization be in the future and how will it be achieved. A well-defined and written mission statement which emphasizes the organizations business, its objectives and approach to obtain these goals and a vision statement which underlines the desired future position of the organization will help organizations keep focus and not to lose sight of who they are and what it is they are exactly trying to achieve.

- Not Keeping Up with the Latest Changing Trends and Technology:** In order to remain competitive, organizations must adopt and incorporate online technology into their everyday organizational operations. Staying up to date with technology and newer trends keeps organizational capacity and skills current especially when producing goods, services and reaching out to customers’ latest demands. For example, social media, apps, network marketing, e-commerce, business process and knowledge process outsourcing and blogs can help organizations provide more personalized supply for the customers and their ever-changing types of demands, and then, customer’s interaction with the organizations will be quicker and effective.

- Not Having a Corporate Culture:** Corporate culture involves the beliefs and behaviors that define how an organization's individuals and leaders interact and carry out outside business transactions. Besides, corporate culture not only empowers individuals in organizations to improve in the organization and take ownership of practices, ideas and projects, but also supports learning and professional development, while avoiding toxic behaviors, poor work ethic and environment.

- Not Understanding Who the Customers Are and What They Really Want:** It’s certain that every successful business depends on knowing and understanding customer needs correctly, thus, organizations should consider optimizing the customer experiences and what to do to persuade potential and existing customers by conducting thoughtful analysis to determine their needs, preferences and purchase patterns. In addition, implementing the latest technology in organizational operations to develop the customer satisfaction will keep customers returning.

- Not Having a Good Performance Appraisal Process:** Justice is the key in performance evaluation of the individuals and the fairness of appraisal rating is also very important for efficient working environment. Moreover, a good performance appraisal process must involve frequent, quality and accurate feedback on the individual’s contribution to employee, team and organizational goals.

In conclusion, it is common that resistance to change phenomenon is innate and human nature because individuals usually hesitate or resist counteracting when they confront any changes and they often tend to maintain the status quo as well. Even though it’s well-known that the change is inevitable, individuals usually don’t prefer to leave their comfort-zone and are reluctant to adopt newer practices as change often causes anxiety and fear because the current state is usually more secure for the individuals comparing to the uncertainty of success and fear of the unknown that are originated from the change process. By the way, since the attitudes are learned mostly, people’s attitudes can be changed by motivating them and make them believe in the advantages of the change. Therefore, initially, drivers that influence an employee’s resistance to change should be examined and spotted to manage resistance to minimize the impacts and both leaders and employees should be conscious and act logically to implement the changes with minimum hassle for avoiding negative impacts of resistance to change. Otherwise, resistance to change may lead to huge financial burden in organizations and leads to hidden costs which are caused by delayed projects or initiative, reduced productivity, lower levels of job engagement and higher levels of absenteeism and employee turnover. Finally, as Luburić (2013) cited the quote of George Bernard Shaw, who was an Irish playwright, critic, and political activist, “Progress is impossible without change, and those who cannot change their minds cannot change anything”, successful change and development process highly depends on helping individuals get the newer skills and capabilities they need to acquire in their long-term career.

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