

The Process and Techniques to overcome the Resistance of Change Research based in the Eastern Part of Kosovo

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Abstract

Today we are living in a period where the change has become part of our life. Managing the change is an important issue in today's business environment which is continuously changing. If an enterprise wants to survive, to grow and to increase the incomes, then it must change its strategies regularly. But, adjusting implementation often is confronted with employees' resistance. The aim of the research is to show the relation of techniques to overcome the resistance of adjustment and enterprise's success after adjusting implementation. The methodology used in this research is a combination of quantitative and qualitative data. The results of the research are data gathered from 41 SME that are situated in the eastern part of Kosovo, collected data were analyzed with the help of SPSS v 21 program. The data showed that SME apply the technique of managers and workers' participation, involved from the change of vision and strategy composition resulted to be more successful in realizing the adjustment with lower resistance. A well-managed change and rightly used methods to pass the resistance of change helps the SME to be more successful in comparison with the competitors. In this research has been presented a new model of techniques to use in order to overcome the resistance through the process of adjustment.

Keywords: Resistance against change, participation, techniques, success of adjustment, SME.

1. Introduction

Change is a process that enterprises face constantly, especially nowadays where the technology is on its peak. The need to alter comes as a result of external environment requirements or from internal adjustment of the enterprise. Strategic alteration can be caused from the competitors (external environment adjustment), economic and social factors, as well as from the internal environment resources, abilities, cultures, structures and system of organization (Ramosaj B. 2007; Armstrong, M. 2009). The alteration management belongs to leaders. It is managers' responsibility to lead adjustment and to convince the organization's members to accept it instead of resisting (Dennis R. Self 2007). In this way, the role of managers in change is distinguished and Ramosaj B. (2007) shows that it is the duty of managers' government to realize the opportunities of governing with change.

Requiring people to change their attitudes to realize an alteration can cause different reactions. According to Sengupta N. et al (2006) there are three major employees' reactions in the phase of alteration – this attitude is shown when people realize the new inconvenient situation or when it influences negatively their personal labor; negating-employees find different excuses, for example, he or she cannot take

responsibilities about something going wrong with organization as a result of the alteration made; and acceptance- an individual accepts the fact that there can exist new environment and starts to think logically its actions in favor of the new situation created.

The reaction of workers are considered critique in the success of adjustment (Piderit, K.S. 2000; David F., 2013). Managing change is a process of achieving and applying it, in a calm way, through planning and systematically adjusting the organization, considering the opportunity of resistance (Armstrong, M. 2009). Some research showed that employees' attitudes toward adjustment resistance has started to be expressed clearly through slowly growth, strike or sabotage (Armenakis et al., 1993).

According to Kotter and Schlesinger (1979) in order to overcome the resistance it is important to diagnose the individual resistance in adjustment implementation and understanding the real reason behind this resistance. On the other hand, Akinlolu A.A. et al (2011) claims that to achieve adjustment, the organization needs to reduce forces for stability or to raise forces for adjustment. Burnes B. (2004) mentions three steps that Lewini believed that a successful project should include: unfreezing- through changing the actual equilibrium supporting on existing attitudes and staying, moving- development of new responsibilities based on new

information and refreezing- adjustment stability including new responses in interested personality. Akinlolu A.A. et al (2011) found that alteration influences four main aspects such as: strategy, structure, employees and in technology, all this problems lead the individual to new situations, new problems, challenges, unclearness and instability and also it threatens the status quo.

2. Theoretical review about resistance

Despite the fact that a lot of studies see the resistance as a normal and inevitable response through adjustment, there are authors who see it differently. For example, Gravenhorst K.B., (2003) claimed that resistance is a response of the methods used in order to exclude the process of adjustment contenders. So, people can not resist a lot of change, as they resist the fact that they are excluded from adjustment process that influences their organization, meaning their job. A study made with six cases of study in those organization that the complex adjustment was included, the results showed that the resistance is not the standard response of adjustment as it was predicted in most of studies about alteration. (Dergjini A. 2011). Resistance against adjustment is found in every organization, Schein (1988), believes that resistance to alter is an organizational phenomenon found everywhere. This shows that not everyone is adopted through adjustment, always there are individuals not contented with change.

According to Jermier et al. (1994), the word resistance is a passing word till the adjustment objectives are identified, meaning until the plot is understood why it is being resisted. Whereas, Coetzee & Stanz (2007) showed that resistance against alteration is said to be "the employees response about the treatment they take during the adjustment process as well as managers' control". Resistance against alteration is not good nor bad, it can be the base or not, but it is always an important signal that requires further investigation from management (Lawrence, 2001). Resistance in an organization environment is the reserved expression expressed as a response or as a reaction against alteration (Block, P. 1989). Whereas, Zaltman & Duncan explained the resistance as "every attitude that serves to save status quo in confronting the pressure to change status quo"

In attitude aspect resistance explained by Armenakis, Harris & Mossholder (1993) that there are another reactions that precede the attitude and that it is the willingness to change. The majority of resistance definition is the main dimension which have been attitude expressed differently as attitude and reaction.

To analyze the resistance, it should be seen as a process of included employees in the change disagreeing with the initiatives taken from other agents, Jermier et al. (1994) claims that managers are overwhelmed from the term "resistance", therefore they see their dependents as struggles, instead of dealing with resistance as soon as possible in order to eliminate it.

3. Reasons behind adjustment resistance

In this part, will be presented the reasons behind resistance against adjustment, explained from other critiques. The thought that every change is confronted with resistance is not stable because there are many people/subjects that accept and seek changes. But, also the other thoughts contrary with this do not have value as logical nor philosophical thoughts because there are enough people and subjects that object changes (Ramosaj, B., 2012; Oreg, 2003). People resist alterations for the reason that it is seen as a threat for the known attitude models, as well as for financial status and awards (Woodward, J. 1968). Whereas, Carr et al (2006) pointed out the importance of alteration scale and also explained the reasons behind resistance mainly from perception and reaction of the ones touched from change.

While dealing with the adjustment resistance there is a tendency to treat management as a guarantee in the road of adjustment, whereas included employees in the process are presented as stupid, emotional, irrational through not responding the alteration in the right way (Woodward, J. 1968).

According to Akinlolu A.A., & Rafiu O.S., (2011) organisative change includes movement from a known state to an unknown state. For this reason, the future is not sure and it can influence negatively the people's competencies, in their values and abilities. So, organization members in general do not support changes if the manager has not good reasons to convince them.

The reasons behind adjustment resistance:

1. Tradition- "always we have acted this way" introduces that elementary expression coming as a result of fear or reserve against change;
2. Fear from the unknown - "how this change can affect me"- expresses the essence of philosophical rapport that an individual or group can create about change;
3. Personal interest - "better not to disorder my work"- is an expression dealing with the hidden personal interest that at the same time can play the role of resistance about changes. Resistance will be bigger if they feel that the change will touch status quo or their personal interest (power, payment, prestige, and commodity, security in work and professional competencies);
4. Lack of knowledge and trust- people try to resist when they do not understand the purpose of a planned change;
5. Capital- "there have been enough investigation on those why to change"-represents the expression through which can be understood the potential of resistance against adjustment, fear of losing investment;
6. Various evaluation- adjustment resistance happens when organization members make different evaluation related with the proposed profits and costs;
7. Low adjustment tolerance- recently, the adjustment resistance can result with a low tolerance of employees against change. Different people have various abilities to admit changes;

8. Cognitive rapidity- "I will not change my mind easily" (Woodward, J. 1968; Kume, V. 1999; Oreg, S. 2003; Griffin R.W., (2005); Ramosaj, B. 2007; Ramosaj, B. 2012).

Trying to investigate the reasons behind adjustment, researchers reminded us about a wide range of reasons of why the employees can object a proposed organized alteration. For example, the researchers showed that not being convinced about authority showed that resistance can be motivated from individual's wishes to operate in accordance with their ethical principles (Modigliani & Rochat, 1995). In their study Bovey and Hede (2001) found that employees' resistance can be irrational. Their findings showed that irrational ideas are positively related with attitude goals to resist change. Irrational ideas and emotions together explain 44 % of the variances of purpose to resist.

4. Techniques to overcome the resistance against adjustment

The world nowadays is changing rapidly and in a way in which organizations are operating are characterized from instability that results from competitiveness in global growth, technological growth and changes, limited resources, privatism and liberalism (Carnall 1995).

Adapting to achieve various purposes and requests has been a permanent challenge for organization, but this duties seem to be more important in the last decade where the need for change is grown (Piderit, K.S., 2000; Kume, V., 1999). Maurer (1996) from its research founded that from 1/2 till 2/3 of all the efforts for change fail, and the resistance in this failure has a critique role. Clearing that not only the resistance against change is the only factor that has the impact on failure. But, only some data showed that the importance of various good management.

Techniques to overcome the alteration resistance are:

1. Education and communication- various initiators often possess information not known from all the members of organization. With education and communication is supposed that all organization members to know the objectives and to treat them with the purpose to know problems and adjustment. Effective change of methods can encourage employees to help the adjustment application;
2. Participation- maybe the best method to reduce resistance against adjustment commitment of competitors in the process of planning and applying. This has created a feeling of happiness of people involved in it because they have ownership in this change. This approach is important to know the process of adjustment;
3. Relief and support- this technique is especially convenient when the resistance has the source in fear. To beat the resistance there can be supportive methods

such as employees' advices, theoretical programs to change relation inside organization and so on. This method can be useful when employees resist for the reason of settlement problems. Management should guide them to make the process of transition easy;

4. Negotiation- this technique includes creating an agreement between various initiators and probable rivals for change. This is desirable when dealing with unions and every group has power to influence;

5. Manipulation and kooptimi - this method is used for the purpose to convince individuals or competitive group about change, without their knowledge. So, manipulation means winning the support for change through supporting personal interest of particular group of individuals, Kooptimi includes the structures of decision making. This can be used when other methods failed or were too expensive.

6. Understood and open duty- this can be used when there is a limited time. When the change should be applied inside a short period of time to save organization (Kume, V. 1999; Schermerhorn, Hunt, & Osborn, 2000; Griffin R.W., (2005); Sengupta N., et al. 2006; Armstrong, M. 2009; Mooketsi, 2009; Dergjini, A. 2011).

Whereas, Fred David (2011) showed the three mostly used strategies to apply the change:

1. Imposed adjustment strategy- which includes giving orders and applying these orders, this strategy has the advancement of being rapid, but it has been ruined from low commitment or high resistance;
2. Educational strategy with the change is the introduction of information to convince people for the need to change, the disadvantage of this strategy is that the rule change becomes slower and more difficult;
3. Self- interested or rational strategy- tries to persuade individuals' amendment and that change is in their own favor. When this application is successful, the strategy may be relatively easy. However, the implementation of change is rarely in favor of all.

Successful implementation of alteration by Nadler and Tushman , (1980) comprises four steps: be driven in; transition management; model for the dynamics of policy changes; building stable structures and processes.

Wanberg dhe Banas (2000) found that individuals who tended to be dogmatic and narrow -minded were willing to participate in an organizational change , the working environment had supported or helped them to accept the change, for example , providing information about the change and allowing these employees to participate in the changing process.

5. The steps of techniques to use in order to overcome the resistance

Change is a process, not a moment. So, here I built a model to show what techniques should be used at different stages of the process of alteration in order to

facilitate a successful implementation of the change and thus decrease the resistance of workers against change. In the implementation of an amendment should not be included all the techniques below, this model serves as a guide depending on which stage of the process you are, the appropriate method to overcome the shortcomings of the project should be applied.

The alteration has been divided in three phases:

1. Initiation phase of alteration- at this stage are presented the steps from the idea to change and to develop a plan/strategy for implementation of the alteration, it should be clearly defined the expectations of change in order to be known the profitability of the business after the implementation of change for the employees.

The first step –Education and training, as soon as the first signs of the need for change, or noticed any change of environment will be told in the enterprise in order to remain competitive in the market, we should educate and train employees affected by the change and include the implementation of alteration. This is the first technique that should be applied when the identified enterprise needs to change in order to reduce the resistance of workers to change. The resistance is reduced because when the employees trained for a change will not resist the implementation. Education and training is used in this stage with the reason that the change to be implemented employees are willing to act in accordance with the requirements of the alteration and have information on the results of the change. For example, in the aviation industry pilots trained in similar situations terrain of war, although the war does not exist at the moment, but they should have been trained because in case of war there will not be time for training, only for acting therefore they must act immediately if you want to win the battle. This means that being educated and trained about something that still had not happened, when change occurs the need to express it appears, you should be ready and know the challenge. The technique of education / training can be applied also in the implementation phase of change if during the project realization the impact of environmental factors leads us to be drafted from the plan of the implementation of which workers do not have the necessary knowledge.

The Second step –participation, in the moment the vision is created, defined or objectives to be achieved, the participation of managers at all levels and other employees who affects change discussing makes them more responsible and less resisting the implementation of change because acquainted with actions that will be taken by the organizations. With the application of this technique each individual affected by the change has the opportunity to give his opinion regarding the issue arising before them, also the possibility of choosing the most acceptable alternative to implementing change is greater, because all contribute in the discussion. This technique

reduces the resistance of the workers during the implementation phase of change for workers to participate in the discussion are given this opportunity to express their dissatisfaction and to give arguments pro or contra to change.

The third step -Creating Vision, vision should clearly define the purpose and expectations of the company intended to be achieved through change. Employees who should have clarified the scope of the change, makes them to be more committed to their work and less resisting in realizing the change set by the enterprise because are focused to the results of alteration.

The fourth step- Drafting the plan / strategy, there should be a scheme of change, after the vision of the company is created, when the point should be known where we want to achieve through change then for its implementation should be shown the way through which will pass individuals involved in the change. In this step, you shared role and responsibility of the employees affected by the change and enable the implementation of change. This step is the critical periods where you can express dissatisfaction, appear changing behavior of employees and resistance if it resist the tacit or open, because this affected the personal interests of employees where there may be disagreements with tasks, consequences this step expressed the process of change. This concludes the first phase of alteration.

2. Adjustment implementation- in this phase the process of alteration we should be focused on the employee to help the implement the adjustment, to give them inspiring work, to create a convenient climate to implement change and to raise their courage to change.

The fifth step -Relief and support, the resistance of workers should not be seen as damaging and reject immediately their requests without analyzing the causes of resistance. The employees' behavior can change and their reaction can be increased if they are given a job which they do not know and are not competent to perform. In such a situation they feel helpless to be faced with workshop work required him to do, he or she is being faced with a problem. Workshops can choose the path of inaction which is known as the silent in order to resist the implementation of change. How should a manager act in such a situation? First we have to find the cause of the resistance of worker (define the problem) and in accordance with the established cause of resistance of choosing alternatives. E.g. in our case, changing the workplace is the right choice, to find a job in this process of change for the worker which he has the skills or knowledge to perform. But the resistance may occur when employees have to cope with the fear to be faced with the given work which means they have the knowledge and skills necessary to do the job but they lack experience. Management should give them support to develop their attitude and courage, to create a suitable climate that makes workers feel winner, to make them see it as a challenge that must be crossed, not as a

problem that must be faced. To harmonize the goal of changing the employee's personal goals in order to create a coexistence between the change and employees' for the benefit of the organization.

The sixth Step -Manipulation and cooptation, this tactic is aimed at persuading individuals or groups hostile to change, without notice of them. So, manipulation means gaining support for change by supporting the personal interests of a specific group of individuals. Cooptation containment structure implies involvement in the decision making (Kume.V. 1999). These techniques can be used when other methods have failed or are expensive (Mooketsi 2009).

The seventh step- Duty, situation when the employees resist to work for the reason because from the change are touched their personal interests such as: personal incomes, commodity or personal gradation, the most

convenient technique to raise the firm effectivity is forcing to implement change through threatening with dismissal, low payment, lowering the grade and so on. Also, according to Mooketsi (2009), this method can be used when there is a limited time.

The eighth step – Buying/arrangement, if for adjustment realization other applied techniques failed and it can be found that there are not aware individuals inside organization-market. To use this techniques for the first time should be made some analysis cost- benefit for the workers inside organization, meaning to ask questions: Is it cheaper to educate/train the employees that are in the enterprise to realize more successfully or to take employees from outside? If training/education inside enterprise results more expensive the enterprise is forced to take/arrange workers from outside the enterprise to realize the change with success.

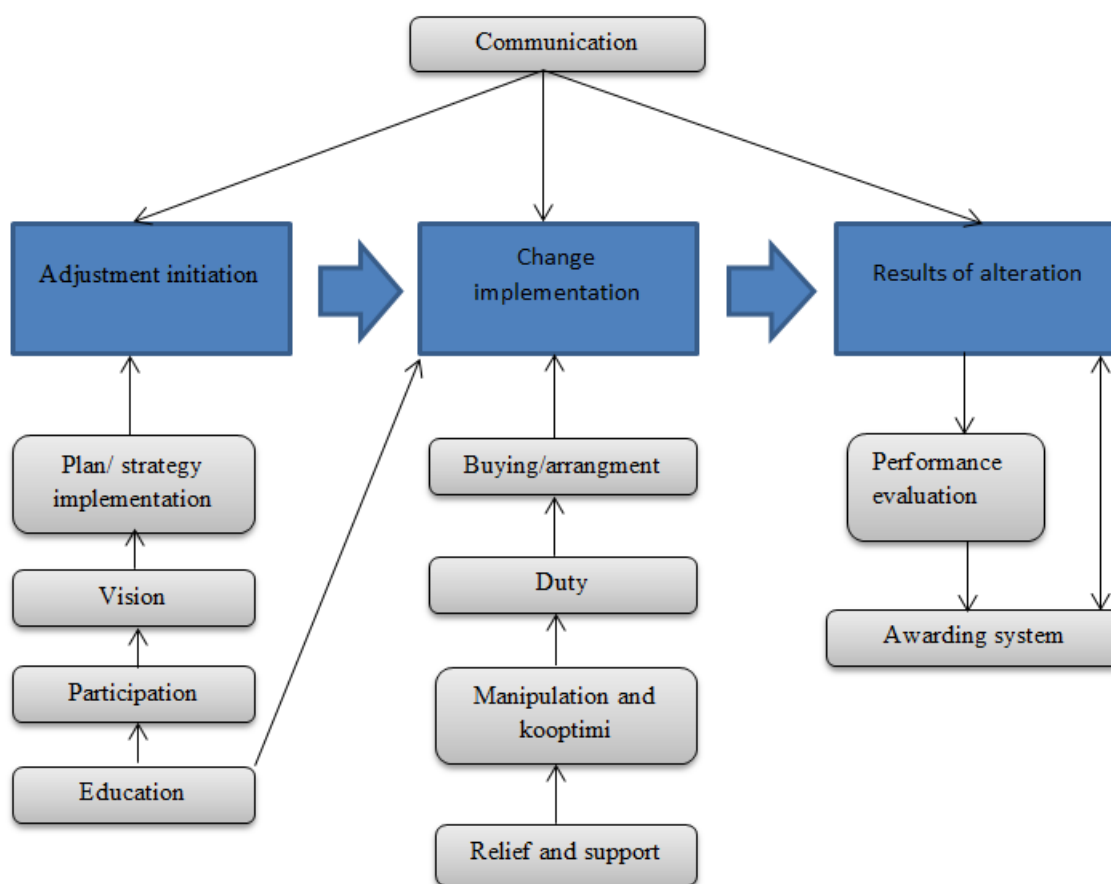


Figure 1 Using techniques to overcome the resistance against the process of alteration

3. Results of alteration – this is the phase where it can be seen how well it has been planned and how successfully has been implemented the alteration. Two techniques (performance evaluation and rewarded system) have been included in this phase for this reason because only after this process of change can be evaluated the employees' performance and basing on performance showed the system of reward is realized. Even though, with this two techniques applied the adjustment resistance is reduced in the previous phase; in

implementation phase, because the employees try to reach with success the change in order to raise their performance which is rewarded with promotion or financially.

These techniques besides that preceding change which the enterprises take in the future. For the reason that the employees have been successful in recent change, to reduce fear and to increase the courage to be confronted with new challenges also to create the feeling of winning.

The ninth step – Performance evaluation. After all the process of adjustment can be distinguished from individual performance or general performance of workers, only then can be known who has been successful and who has not been successful in adjustment implementation. To evaluate the individual performance of fourth step of plan/strategy implementation to be precisely, it is required to be known the role and the responsibility of each employees in the process of adjustment.

The tenth step- Rewarded system, after the performance of each employee is known, they must be rewarded in rapport with their individual performance. This is the last step of adjustment process.

Communication, this is a technique that includes the process of adjustment (three phases and tenth steps). Continuous communication is essential to reduce the resistance of the employees against change, because they are constantly aware of the process, also to avoid the process and the reasons of it. This makes the employees to eliminate unexpected barriers with which are being confronted. Through constant communication can be guaranteed the information in all the managerial levels from up-down and down-up, negotiation in between participators in adjustment can be guaranteed only with the purpose of harmonizing thoughts and actions.

6. Methodology

Table 1 Multiple regression analysis for dependent variable “Alteration success”

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.466	0.943		-1.554	0.131
Communication	0.911	0.273	1	3.341	0.002
Performance evaluation	-1.17	0.386	-1.213	-3.031	0.005
Leading change	-0.266	0.355	-0.183	-0.751	0.459
The effect of change in business	0.283	0.161	0.335	1.759	0.089
Plan/ strategy implementation	-0.381	0.346	-0.415	-1.102	0.28
Information	-0.001	0.317	-0.001	-0.004	0.997
Vision	-0.082	0.159	-0.072	-0.512	0.613
Education/Training of employee	0.406	0.151	0.53	2.688	0.012
Awarded system	0.775	0.572	0.895	1.357	0.186
Alteration implementation duty	-2.021	0.621	-2.371	-3.257	0.003
Participation	1.984	0.53	1.884	3.741	0.001
Creating vision	0.875	0.381	0.615	2.296	0.029

a. Dependent Variable: Success change

7. Results and discussions

To show the factors affecting adjustment resistance like dependent variables are decided this factors (communication, performance, change leading, business adjustment effect, plan/strategy implementation, information, knowing the vision, employees' education training, award system, different implementation duty, participation, creating vision) These factors are created

The methodology used in this study consists of a combination of primary data with secondary data. A considerable amount of secondary data are gathered from existing literature for resistance against adjustment, consulting important reports and researches for factors/techniques that help to overcome the adjustment resistance.

For empirical analysis of the study, a questionnaire has been used in order to find the influence of techniques to overcome the adjustment resistance in eastern part of Kosovo, such as the dependent variables are gathered techniques for which a lot of researchers dealing with this issue consider the most appropriate techniques to overcome the adjustment resistance. All the participants are firms that have completed a process of change in the past, and showing their personal experience for difficulties of adjustment realization as well as for applied techniques to overcome the adjustment resistance which technique is applied more and which has been more successful. The results include the analysis of 41 questionnaires gathered from the SME that work in eastern part of Kosovo. The data collected from questionnaire are tested with regression and correlation analysis. The data were processed with SPSS version 21. The rate used in the questionnaire is based on 5-point Likert scale (with 1=strongly disagree, 2=slightly disagree, 3=neutral, 4=agree, 5= strongly agree).

before the dependent variables “alteration success” that is the average of six research questions, in order to get the results of the success of enterprise after the latest adjustment (raising profits, raising incomes, market, returning investment (ROI), lowering the rate, improving quality).

SME that participated in this study practiced various activities 46% are commercial enterprises, 28% manufacturing, 16% service and 10% construction.

Table 2 Multiple regression analysis for dependent variable “Alteration change” and six factors meaningful process

Model	R ²	Adjusted R ²	B	Std. Error	t	Sig.
	0.658	0.598				
(Constant)			-1.302	0.841	-1.548	0.131
Communication			0.786	0.24	3.271	0.002
Performance evaluation			-1.134	0.387	-2.93	0.006
Education/Training of employees			0.387	0.146	2.657	0.012
Alteration implementation duty			-1.233	0.268	-4.597	0
Participation			1.849	0.435	4.251	0
Creating vision			0.614	0.148	4.135	0

a. Dependent Variable: Alteration success

As it can be seen in table 1, from multiple regression analysis resulted that a number of tested variables were not important statistically, therefore they were excluded from participation for further analysis, whereas six important variables statically that have the lowest significance than 0.05 (< 0.05), were included again in analysis to continue testing, these results can be seen below in table 2.

-Testing hypothesis

H₀-Non of the techniques used does not influence the raise of enterprise success after adjustment ($X_1=X_2=X_3=X_4=X_5=X_6=0$).

H₁- At least one of the techniques used has influenced the raise of enterprise success after adjustment ($X_1=X_2=X_3=X_4=X_5=X_6\neq 0$).

To test hypothesis and to found which factors influence more the firm success after alteration, multiple regression analysis independent variables are “communication”, “performance evaluation”, “education/training of employees”, “alteration implementation duty”, “participation” and “vision creating”, whereas dependent variables is “adjustment success”.

Based on regression analysis independent variables explain 59.8% of variance of dependent variable. Through not using non- standardize regression, multiple equation can be presented as follows:

$$\hat{Y} = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \beta_6 x_6 + \varepsilon$$

$$\hat{Y} = -1.302 + 0.786 x_1 + (-1.134) x_2 + 0.387 x_3 + (-1.233) x_4 + 1.849 x_5 + 0.614 x_6 + \varepsilon$$

$\hat{Y}$ = dependent variable “alteration success”

x_1 = independent variable “communication”

x_2 = independent variable “performance evaluation”

x_3 = independent variable “education/training of employees”

x_4 = independent variable “alteration implementation duty”

x_5 = independent variable “participation”

x_6 = independent variable “vision implementation”

ε = standard error.

With the purpose to show the influence of each technique in organization success after adjustment, and to tell which techniques the employees used; the culture in eastern part of Kosovo admits easily an implement with adjustment success, results can be seen below:

Table 3 The descriptive data from the responses in Likert scale (1-5)

Techniques to overcome the resistance against the alteration	Average	Std. Deviation	Variance
Communication (x_1)	2.56	1.163	1.352
Performance evaluation (x_2)	3.91	1.098	1.205
Education/training of employee (x_3)	2.51	1.381	1.906
Alteration implementation duty (x_4)	2.61	1.243	1.544
Participation(x_5)	3.96	1.006	1.011
Vision implementation(x_6)	3.8	0.745	0.555

a. Enterprise success as a result of constant communication through adjustment process:

$$\hat{Y} = -1.302 + 0.786 x_1 = -1.302 + 0.786 * 2.56 = 0.710 + \varepsilon,$$

Results showed if there is constant communication in enterprise, this change results to be successful. If we ask this question: how to use this techniques in the studied firms. Results showed that this successful technique is not applied to overcome the resistance.

b. Enterprise success as a result of applicable technique for employees’ education and training touched from adjustment which have not knowledge of adjustment implementation:

$$\hat{Y} = -1.302 + 0.251 x_3 = -1.302 + 0.387 * 2.51 = -0.330 + \varepsilon,$$

In the concrete case employees’ education and training have not resulted successful but this does not mean that this technique is not an important technique to overcome the resistance.

c. Success of enterprise as a result of included manager of all levels and employees touched by change of vision and strategy:

$$\hat{Y} = -1.302 + 1.849x_5 = -1.302 + 1.849 \cdot 3.96 = 6.02 + \varepsilon,$$

This shows that in analysed cases this technique resulted the most successful in improving the enterprise success as a result of adjustment. Also from participants' response can be seen that this technique has been started to be used more in SME. If a question related with how this technique is applied in studied SME from maximal evaluation 5, this technique has get a maximal evaluation from 3.96.

d. Enterprise success as a result of vision implementation to help the way of adjustment trying:

$$\hat{Y} = -1.302 + 0.614x_6 = -1.302 + 0.614 \cdot 3.80 = 1.03 + \varepsilon.$$

Also, the usage of this method resulted with the improvement of SME.

Results showed that these three methods have positive influence in enterprise success after implementation, this leads to conclude that hypothesis zero must be refused whereas alternative hypothesis is accepted.

From multiple regression analysis (see table 2) resulted that six independent variables are statistically meaningful. From this six variables the greatest impact has "participation" with non-standardized coefficients ($B = 1.849$) which has the highest amount from non-standardized coefficients of other independent variable.

F value (6, 34) = 10,904 and ($p = .000$) which means that at least one of the variables is meaningful for level control (0, 05), because ($0,000 < 0.5$).

According to results of statistical test t for individual coefficient control have the same result ($t_1 = 3.271$ and $p = 0.002$), ($t_2 = -2.930$ and $p = 0.006$), ($t_3 = 2.657$ and $p = 0.012$), ($t_4 = -4.597$ and $p = 0.000$), ($t_5 = 4.251$ and $p = 0.000$), ($t_6 = 4.135$ and $p = 0.000$), individual coefficient showed that independent variables have a huge contribution in this model.

As it can be seen from multiple regression, as well as from non-standardized coefficients B can be said that H_0 is refused ($H_0 \downarrow$) and H_1 is accepted ($H_1 \uparrow$).

Conclusion

In this paper we treated adjustment and resistance of adjustment with a special focus in identification of reasons behind resistance and methods of techniques applied to overcome resistance adjustment. Adjustment was presented as a process of three phases, and created by a new model with applied technology steps for each adjustment phase. All this process of adjustment has eleven applicable techniques depended from enterprise

in which happen the change. Also, the relation between the techniques to overcome the adjustment resistance has been tested and the success of achievement. Analysis showed that six important techniques for significance level (0.05), from these techniques the participation of employees and managers of all levels in vision implementation and plan/strategy for adjustment was the most meaningful and resulted to be the most successful after the latest alteration. Also, other techniques such as: communication and vision of adjustment implementation had influence the improvement of afarism success. If SME managers use the right techniques in particular moments, this offers the enterprise the opportunity to realize an effective change and to precede with competitor's enterprise or even to pass them in positive aspect in the market. This study makes a significant contribution to the scientific and academic value, to the techniques to overcome the Resistance of Change in Kosovo, in the region and beyond.

Analysis regression should be analysis by showing the relationship between independent variables, if correlation in between variables remains between (-0.7 till 0.7), from the general correlation rules if the result is outside this borders, the variables have strong relationship in between, which means a result not true. Multiconellarity is realized when there is a high correlation in between independent variables (Hair et al., 1998).

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Appendix

Correlations

Pearson correlation Sig 2 tailed	Variable 1	Variable 2	Variable 3	Variable 4	Variable 5	Variable 6
Variable 1	1					
Variable 2	-0.147	1				
Variable 3	.720**	-0.121	1			
Variable 4	.917**	-0.041	.790**	1		
Variable 5	-0.142	.960**	-0.187	-0.029	1	
Variable 6	-0.144	0.125	-0.18	-0.151	0.083	1

** . Correlation is significant at the 0.01 level (2-tailed). **Table 4.**