

# The Effect of Organizational Culture in Reducing Organizational Change Resistance: An Applied Study on Jordanian Ministry of Industry and Commerce Workers

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**Abstract:** The purpose of this study was to find out the effect of organizational culture in reducing organizational change resistance among workers on the Jordanian ministry of Industry and commerce. Results showed that the study population was aware of organizational culture concept, importance and its different dimensions the study also revealed an awareness of organizational change resistance among the study subjects, and that organizational culture dimension delimit psychological and economical causes of organizational change, while organizational culture dimensions have no effect in preventing cultural reasons for organizational change resistance. Some recommendations are included.

**Keywords:** Organizational culture, change, organizational change Resistance.

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## 1. INTRODUCTION

Organizational face many variables which have an influence upon them, where these variables, with their different components and dimensions, contributed in multiple influences resulting in making continuous and accelerated change a characteristic with which they have to time and face without being isolated from them in an environment characterized with openness and competition, where they face serious challenges in dealing with change management to able to survive and growth.

In doing so, organizations face employees resistance and lack of cooperation, which result in the failure of many such programs, in addition to what accompany this failure of wasting effort, time, and human and financial resources. Besides that organizational culture in an important elements of the organization identity that interacts with new comers- as with existing ones to give them the new organizational culture that secure their belonging and tenure, that is to say that organization culture is embedded in employees adopted behaviors and so contributes in convincing them with change, its goals, results and not resisting it.

## 2. SIGNIFICANCE OF THE STUDY

The study significance lies in finding out culture prevailing in Jordanian Ministry of industry and commerce and its potential contribution in delimiting organizational change reasons, which will provide decision-Makers with real data that help them in adopting policies and procedures that enhance the acquisition of change committeemen, its implementation and achieving its intended objectives Research problem.

Change resistance is a reality facing all organization in general and public ones in particular and its one of the factors threatening organizations therefore resistance should be managed and taken care of, and at the same time there are many strategies available to manage this problem and it is well know that organizational culture, with its various dimensions, plays a crucial role in preventing organizational change causes.

### **3. RESEARCH OBJECTIVES**

- \* finding out organizational culture prevailing in Jordanian Ministry of Industry and commerce.
- \* Finding out causes of organizational change resistance in Jordanian Ministry of Industry and commerce.
- \* Finding out the effect of organizational culture in reducing organizational change in this ministry.

### **4. RESEARCH HYPOTHESIS**

- \* There is a statistically significant effect between organizational culture (trust, cooperation culture, joint vision) and reducing change resistance causes. (Psychological causes).
- \* There is a positive and statistically significant effect between organizational culture trust, cooperation culture, and joint vision) and reducing change resistance cause (Economic Causes).
- \* There is a positive and statistically significant effect between organizational culture (trust, cooperation's culture, and joint vision) and reducing change resistance causes (cultural causes).

### **5. METHODOLOGY**

In order to investigate the research subject from its various aspects and highlighting its objective, we employed the descriptive- analytical approach, collecting data available from its resources and processing it in a scientific way to come out with the research expected results.

### **6. THE STUDY INSTRUMENT**

Data were collected using the scale developed by (Hofsted et.al, 1990, Cameron and Quinn, 1999; change and Lin, 2007) with respect to organizational culture dimensions, after being modified to fit public sector jobs, and organizational culture consisted of the following dimensions: trust, cooperation culture, and joint vision, while we depended on Al-Adwan, (2013) with regards to organizational change resistance causes (psychological, organizational and cultural).

### **7. LITERATURE REVIEW**

Kretiner and kinich (2003: 644) stated that what is meant by organizational culture is the culture in work frame and its organizational basics, while Dessler (1966) defined it as values prevailing in a corporation, and it is the most important components of the corporation (institution), which includes many physical and moral components, and it includes employees behaviors, the extent to which they cooperate with each other, promoting criteria, incentives, and punishments.

Daft (2000,: 374 – 375) defined organizational culture as shared values, beliefs, and assumptions used to express the organization, while others defined it as a system of values and beliefs shared by organization's workers so this system grows within the organization, and finally, Robbins (2001) argued that culture spread among employees through stories, rituals, symbols and Languages.

Organizational culture derives its importance from being reference and thought frame of workers behaviors, for it determines the accepted work that encourages that first founders and work teams to do, and the unaccepted work that is expected to face questions and wondering. This idea was asserted by Mallak March-April (2001) where he said that organizational culture play a role in directing decision making culture play a role in directing decision making by employees in case of the non availability of written rules or policies, and so organizational culture can be considered a crucial element in the successful implementation of job strategies in the organization which will influence management efficiency in achieving organization's goals.

Organizational culture dimensions and values were addressed by many researchers through some instruments and models of whom schaaiberg who prepared a model to measure urban and rural environments, Rokeach M. model that measures community individual's values, and Hay R. & Gray E. ; Havland, w.; Hong man models to study cultural values of different environments, which divided these values into scientific, advanced scientific, and non scientific values, which enabled them to measure the effect of these values on organization's efficiency (Al – Al – sheikh, 1994; 135).

Among the influential studies in organizational culture dimensions in flouncing management function and achievement the study of Schwartz and Davis who designed a proposed matrix, to measure organizational culture, consisting of two

dimensions the vertical dimension represented analysis of organizational culture that included creativity, decision making, communications, internal organization, control at all levels, and performance appraisal and reward system; while the horizontal dimension of the matrix represented relationships among different departments through leaders and followers (Schwartz and Davis, 1988: 31-33), and this matrix is considered a scientific tool for measuring organizational culture and its dimension on managerial matrix of two dimensions.

## 8. ORGANIZATIONAL CHANGE RESISTANCE

Many studies agreed that change resistance is one of the most important problems facing its managers, because of the lack of agreement regarding its definition, and that each scholar addressed this subject from different perspective, for some have defined it as the behavior intended to protect and safeguard the person against virtual or real change (Zandfer, 1950), while others defined it as an action taken to preserve the status quo in the face of any attempts to change it (Zaltman and Duncan, 1977).

Psychological causes of change resistance include feeling of insecurity, fear, and danger of change, and they mean fear of the unknown and of what the future hides, where people usually tend to maintain what is familiar because it gives them satisfaction and comfort and they fear change for the new situations it brings that is unknown and unfamiliar (Brown and Harvey, 2006).

On the other hand, organizational and cultural causes of change resistance include fear of the inability to implement change and non-use of change benefits, increased work load, fears of losing authority (Uladdle, 1998), where people believe that the intended change is not in the interest of the organization and does not contribute in the realizing its goals, and finally this will result in its resistance (Robbins and Coulter, 2005).

## 9. HYPOTHESIS TESTING

There is a statistically significant effect between organizational culture dimensions (trust, cooperation culture, and joint vision) and the reduction of organization change causes (psychological causes).

**Table (1) multiple regression Analysis of the effect of organizational culture dimension in reducing change resistance causes.**

Organizational culture	Psychological Causes			
	Significance	T value	$\beta$ value	B value
Trust	*0.000	-6.063	-1.656	1.831
corporation culture	*0.000	-6.865	-0.993	-1.033
Joint vision	*0.000	1.796	12.928	1.370
R value	0.833			
R <sup>2</sup> value	0.744			
F value	66.185			
Significance	*0.000			
Result	Accepting the first hypothesis			

\* Significant at  $\alpha \leq 0.05$

Table (1) shows that organizational culture dimension explained (0.774) of the variance in delimiting psychological causes of change resistance where correlation coefficient was (0.833), while F value was (66.185) with significance value of (0.000) which is lower than the adopted level of (0.05), and results showed that psychological causes of change resistance are positively of organizational culture dimensions as trust (T = 6.063),  $\alpha = 0.000$ , corporation culture (T = 6.865,  $\alpha = 0.000$ ) and joint (T = 12.925,  $\alpha = 0.000$ ).

### The second Hypothesis:

There is a positive and statistically significant effect between organizational culture (trust, corporative culture, and joint vision) and reducing (delimiting) change resistance causes (organization causes).

**Table (2) multiple regression analysis of organizational culture effect in reducing change resistance causes (organizational causes)**

Organizational culture	Psychological Causes			
	B value	$\beta$ value	T value	significance
Trust	1.138	1.122	5.156	*0.000
corporation	-1.389	-1.270	-6.697	*0.000
Joint vision	-0.332	-0.440	-2.414	*0.017
R value	0.748			
R <sup>2</sup> value	0.559			
F value	28.958			
Significance	*0.000			
Result	Accepting the second hypothesis			

\* Significant at  $\alpha \leq 0.05$

Table (2) shows that R<sup>2</sup> was 0.559 indicating that organizational culture dimensions explained 55.9% of the variance in reducing organizational causes of change resistance, where F= 28.958,  $\alpha = 0.000$ ), which is lower than the adopted level of ( $\leq 0.05$ ), and for this the second hypothesis was accepted. The table also showed the contribution of each dimension of organizational culture in reducing organizational change resistances causes (organizational causes), where results showed that reducing organizational causes of change resistance are influenced positively by trust (T = 5.156,  $\alpha = 0.000$ ), joint vision (T = 2.414,  $\alpha = 0.000$ ), and cooperation culture (T = 6.697,  $\alpha = 0.000$ ).

### Third hypothesis:

There a positive and statistically significant effect between organizational culture (trust, corporation culture and joint vision) and reducing organizational change resistance cause (cultural causes).

**Table (3) multiple regression analysis of the effect of organizational culture dimensions in reducing change resistance causes**

Organizational culture	Cultural Causes			
	B value	$\beta$ value	T value	significance
Trust	0.232	0.193	0.668	0.506
corporation	-0.831	-0.640	-2.545	*0.012
Joint vision	0.092	0.102	0.423	0.673
R value	0.274			
R <sup>2</sup> value	0.125			
I value	1.622			
Significance	0.270			
Result	Reject the third hypothesis			

\* significant at  $\alpha \leq 0.05$

Table (3) showed that R<sup>2</sup> value was 0.125 which means that organizational culture dimensions explained (12.5%) of the variance in cultural causes in reducing organizational change resistance causes where F= 1.6222,  $\alpha = 0.270$ ) which is greater than the adopted level of ( $\alpha \leq 0.05$ ), therefore we reject the third hypothesis.

## 10. RESULTS

The present study results showed that the study population is aware of organizational culture concepts and importance, besides an awareness of organizational change resistance causes, the study also showed that organizational culture dimensions reduce psychological and economic causes of change resistance, and finally results showed that have no effect in reducing cultural causes of organizational change resistance.

### RECOMMENDATIONS

- \* Let employees participate in organizational change management.
- \* Developing an incentive system.
- \* Inculcation of creativity supporting organizational culture.
- \* Provision of resources needed for the success of change plans.
- \* Managing change resistance instead of confronting it.

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