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The Effect of Perceived Organizational Support on Employee Resistance to Change: A Study on Guilan Municipal Staff

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Abstract

The main objective of this study is to investigate the effect of perceived organizational support in the resistance to change among the official staff of Guilan municipalities. The study population includes all municipalities of the province of Guilan, which has 1631 official staff. The study reached 254 people, which is above the necessary population—224—for the study to reach a meaningful result. The study used stratified random sampling. In this study, a questionnaire, consists of four-parts, was used to collect data. The first part of the variable is related to organizational support that is derived from the research of Apodaca (2010); the second part of the questionnaire related to positive psychological capital variables derived from the research of Sapayaprapa (2013); the third part of the questionnaire related to identifying attitudes of employees regarding to change is derived from the research of Shea et al (2014); and the fourth part of the questionnaire related to the variable resistance to change that is derived from Giangreco (2002). The results of this study, the relationship between perceived organizational support and resistance to change is evident as follows: readiness for change, the relationship between positive psychological capital and the resistance to change and the relationship between perceived organizational support and mediates resistance to change. The negative correlation between readiness for change and resistance to change among government employees in Guilan municipalities.

Keywords: Organizational support, Employee resistance to change, Municipality workers.

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Introduction

Today, with the population growth in cities, municipal institutions are becoming one of the pivotal role in enhancing the quality of life in urban environments, provide facilities, services and playgrounds (Bastami, 2009: 6). The need for constructive organizational change is important in municipalities regarding atrategic planning, organizational structure, pattern, how to choose the mayor and other factors such as models of urban management, urban charters and national and regional laws, the effect of determining the status of local government and urban management institutions of power (Nazariyan and Rahimi, 2013: 127). The successful implementation of organizational changes in the municipalities as well as any other organization, to accept the changes desired by the members of the organization depends (Oreg & Sverdlik, 2011: 685).

With regard to the bureaucratic structure in the municipalities, the possibility of staff resistance to organizational change is high. Therefore, municipal leaders must use the appropriate management practices and strategic plans, favorable environment to reduce employee resistance to provide modified (Fawzy, 2015: 2045). As it commonly said, the only constant in today's world is "the change".

Changes in the organization of staff usually resistant to follow. Employee resistance to change can be considered a natural answer, because change is a move from the known to the unknown (Hadavinejad et al., 2009: 120). Resistance to change is to support the current situation against anything that wants to change the current situation (Radzi & Othman, 2016: 72). Due to the fact that some staff resistance to change is inevitable, municipal leaders must first identify the factors affecting employee resistance to change and strive to eliminate or reduce it to positive changes and has been successfully implemented in organizations (Furst & Cable, 2008: 123).

According to social exchange theory, when someone get a favor, this person feels an obligation to compensate it. In a similar way, organizational support suggests that when organizations focus on employee welfare, staff commitment and performance increase as a compensation (Taleghani et al., 2009: 3). When the organization respects employees and their work, workers feel supported by their organization (Neves & Eisenberger, 2014: 190).

Perceived organizational support can be directly and indirectly (through influence of positive psychological capital) on employee readiness for change is effective. Positive psychological capital plays an important role in organizational change processes. Also, according to the theory of conservation, personnel resources that can be used to overcome challenges and

threats, are collected. They may be personal resources (such, positive psychological capital) or location sources (such as perceived organizational support) to collect (Yu & Lee, 2015: 179).

Literature

Many studies can be identified in this field as we mention some of them here. For instance, Yu and Lee (2015) in an article entitled "Opening the Black Box: Describe the Relationship Between Perceived Organizational Support and Resistance to Change", concluded that readiness for change has a direct and negative impact on employee resistance to change. It was also found that the relationship between perceived organizational support and readiness for change and resistance to change, is due, as well as the readiness for change as well as to the relationship between psychological capital and resistance to change, is the intermediate variable.

Ting (2008) in his thesis entitled "A Study Prepared Employees for Organizational Change, Psychological Capital, Perceived Organizational Support and Resistance to Organizational Change" showed that preparing employees for organizational change has direct effects on their resistance to organizational change as well as the readiness for organizational change, due to the relationship between perceived organizational support and resistance to organizational change.

Avey et al. (2008) in an article entitled "Is Positive Employees Can Contribute to Positive Organizational Change Impact of Psychological Capital and Feelings Related Attitudes and Behaviors", universe setting investigated and concluded: 1. Psychological Capital (a major cause of hope, self-efficacy, optimism, and flexibility) associated with positive emotions, which in turn attitudes (and pessimism interaction) and behavior (OCB and inclination (tilt behavioral)) linked to organizational change, 2. Mindfulness (such, knowledge) interacts with psychological capital in anticipation of positive emotions and positive feelings, and 3. In general, the relationship between psychological capital and attitudes and behavior is due.

In view of the above, in this study based on the model developed by Yu and Lee (2015) was presented, the impact of perceived organizational support on employee resistance to change in Guilan paid municipal employees. So in this study, the researchers tried to answer the question, "Is perceived organizational support on employee resistance to change in the municipalities of the province of Guilan impact?"

Methodology

Changes in organizations that directly and intimately associated with different sections of society are more important. Municipalities, including organizations that need to reach your goals have the strongest relationship with the community, this organization must be able to adapt to the new conditions and for this adjustment need to make changes in this organization is necessary (Haji Amoo Osar, 2009: 12). The main objective of the study is to investigate the effect of perceived organizational support and employee resistance to change in the Municipality of Guilan Province. The secondary objective, which appears in the direction of the main objective, includes measures designed and organizational variables including preparation for positive change and resisting the change. Based on these objectives research hypotheses are as follows:

1. Perceived organizational support has a positive impact on psychological capital.
2. Perceived organizational support on employee readiness for change has a positive impact.
3. Positive psychological capital has a positive impact on the readiness of staff to change.
4. The readiness of staff to change negative effect on employees' resistance to change.

This conceptual model is as follows:

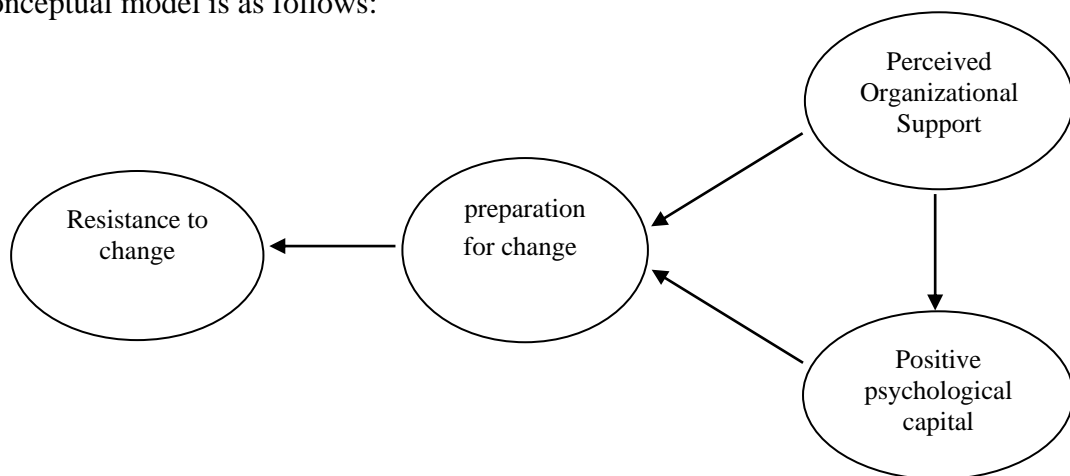


Figure 1. Conceptual model research (Yu and Lee, 2015, 181)

The aim of the present study, functional and in terms of the nature of the research is descriptive. The target population is all municipalities of the province of Guilan, which has 1631 official staff. Accordingly, based on Cochran, the number of samples is estimated as 224 people. For data collection, 280 questionnaires were distributed. The sample size was increased to 254 people. Also in this study, sampling, stratified random sampling was used.

In this study, in order to collect information and data, both library and field method is used. Field data collection tool is a questionnaire survey. The questionnaire consisted of two parts:

1. General Questions: This section is for respondents' demographic information including gender, age and education level.

2. Specific Questions: This section consists of 20 questions about the variables. The number of questions in the questionnaire and sources for each variable are shown in the table. To assess specific questions, five-item Likert scale was used.

Table 1. The number of questions and questionnaires sources

Source	Number of questions	Variable
Apodaca, 2010	1-5	Perceived organizational support
Sapayaprapa, 2013	6-10	Positive psychological capital
Shea et al, 2014	11-15	Readiness for change
Giangreco, 2002	16-20	Resistance to change

Validity and its reliability by Cronbach's alpha was calculated by teachers. Cronbach's alpha coefficient for questions for each variable is shown in the table below.

Table 2. Cronbach's coefficient

coefficient alpha	Variable
0.78	Perceived Organizational Support
0.89	Positive psychological capital
0.86	Readiness for change
0.84	Resistance to Change

In this study, to describe the data, descriptive statistics and hypothesis testing inferential statistics (structural equation modeling) is used. For the implementation of the descriptive statistics of SPSS19 software and to carry out structural equation model of software LISREL 8.5

Analyze

Kolmogorov-Smirnov test

Due to the fact that in this study, structural equation modeling was used for data analysis and structural equation model where multiple regression techniques and one of the most important preconditions for regression, the dependent variable that follows a normal distribution, we need to perform regression tests, the prerequisite for the normal distribution of the dependent variables assessed by Kolmogorov-Smirnov test.

- { H₀: normal distribution of data for each of the dependent variables.
- { H₁: distribution of data for each of the dependent variables is not normal.

Table 3. The result Kolmogorov-Smirnov test

Result	The significance level	Z statistics Kolmogorov	Variable
Normal	0.079	2.868	Perceived Organizational Support
Normal	0.063	2.144	Psychological capital
Normal	0.059	1.726	Readiness for change
Normal	0.067	2.582	Resistance to Change

Hypothesis

According to the hypothesis of this study were tested 05/0 at a significant level, the hypothesis that the absolute value of a significant number (t-value) is greater than t table statistic is the number 1.96, are approved. The results of hypotheses testing, is shown in Table 4-9 briefly.

Table 4. Hypotheses test results

Result	Compared with the critical value	T-statistic	path coefficients	Description hypothesis
confirm Hypothesis	3.97>1.96	3.97	0.47	Perceived organizational support has a positive impact on psychological capital.
confirm Hypothesis	2.80>1.96	2.80	0.32	Perceived organizational support on employee readiness for change .has a positive impact
confirm Hypothesis	2.83>1.96	2.83	0.43	Positive psychological capital has a positive impact on the readiness .of staff to change
confirm Hypothesis	2.21>1.96	-2.21	-0.78	Staff readiness to change negative effect on employees' resistance to .change

Review model fit indices

Using fitting indicators are provided by LISREL software, we can test the model's overall fit. By fitting indicators that determine how much data have been fitted with the research model,

the extent to which structural models by research data from samples to be supported. In this study, according to the results table, it can be concluded that the fit indices of the model is suitable and thus the structural model is already approved research. Structural equation model parameters of this study are presented in the following table.

Table 5. Indicators of fitting model

The index value Model results	Accepted value	sign summary	Index name	Row
0/061	Less than 8%	RMSEA	Root mean square error of estimate	1
1/95	Less than or equal to 5	$\frac{\chi^2}{d_f}$	Chi square of the degree of freedom	2
0/83	Greater than 80%	GFI	Goodness of fit index	3
0/84	Greater than 80%	NNFI	Not normal fit index	4
0/86	Greater than 80%	CFI	Comparative fit index	5
0/80	Greater than 80%	IFI	The incremental fit index	6

The model is a significant mode

Significant model to study the relationship between variables is meaningful or not meaningful. In the present study, 95 percent tested model, significant coefficients are statistics that the absolute value of the t (amount the 1/96) larger. Since in this study, the absolute values of coefficients in all directions, is more than 1.96, it can be concluded that all

hypotheses are confirmed significantly. Thus it can be concluded that significant organizational support and positive effect on psychological capital and its readiness for change and psychological capital is positive and significant impact on readiness for change. In addition, readiness for change on the resistance to change is negative. The present study is a significant model shown in Figure 2.

The following model can be indirect effects on each other are revealed. This model shows that perceived organizational support by preparing for change, negative indirect effects on employees' resistance to change is effect was significant and that number is equal to $-6/18$. The absolute value of this number is larger than 1.96, it can be concluded that a relationship is significant ($2/21 \times 2/8 = -6/18$).

The positive psychological capital through indirect and negative impact on readiness for change is resistance to change and due to the fact that a significant number of these effects by $-6/25$ that its absolute value, is larger than $1/96$, it can be concluded that a relationship is significant.

Moreover, the significance of this study suggest that perceived organizational support by positive psychological capital as well as prepare employees for change, and indirect negative effect on employees' resistance to change. Given that a significant number of effects $-24/82$ is, and since the absolute value of this number is larger than $1/96$, it can be concluded that the above mentioned relationship, is significant($-2/21 \times 2/83 \times 3/97 = -24/82$)

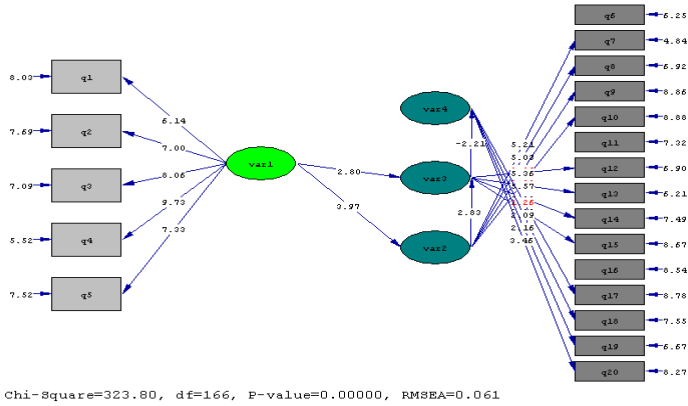


Figure 2. The model was tested in a significant research

It should be noted that perceived organizational support variable in the model are briefly shown marked var₁ and var₂, is an indicator of positive psychological capital. Var₃ also indicate readiness for change and var₄ represents the resistance to change. The abbreviations q₁ q₂₀ also the first to twentieth questionnaire are questions.

Research model in standard mode

The standard model study showed highly variable impact on each other. According to the standard model of this study, it can be concluded that perceived organizational support and psychological intensity of 47% of capital intensity is 32% ready for the changes to take effect. That's a 47 percent unit increase in perceived organizational support in the psychological capital and the 32 percent increase in readiness to be changed. The psychological capital intensity 43% on readiness for change is effective, one leading to a 43 percent increase in psychological capital will be increased in readiness for change. Readiness for change also affects the intensity of -78% of the resistance to change. This means that a 78 percent unit increase in readiness for change would result in resistance to change. The standard model is shown in Figure 3.

The standard model strongly indicates indirect effects on each other. This model shows that the amount of the indirect impact of perceived organizational support on employee resistance to change due to personnel readiness for change, equal to -0/25 (-0/78× 2/8= -0/25).

The amount of positive psychological capital indirect impact on employees' resistance to change due to personal readiness for change, equal to -0/33(-0/78× 0/43= -0/33). The intensity of the indirect impact of perceived organizational support on employee resistance to change through positive psychological capital and personnel readiness for change, equal to -0/16.

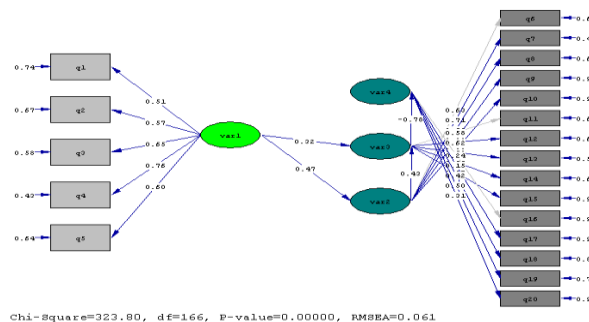


Figure 3. The study tested the model in standard mode

Discussion and Conclusion

The results of this study the relationship between perceived organizational support and resistance to change is evident as follows: Readiness for change, positive relationship between psychological capital and the resistance to change and the relationship between perceived organizational support and mediates resistance to change. The negative correlation between readiness for change and resistance to change among government employees in Guilan municipalities.

- The first hypothesis

- Perceived organizational support has a positive impact on psychological capital.

Given the correlation coefficient obtained for this track (0.47) and the amount of test ($|t|=3.97>1.96$) with 95 percent of the null hypothesis of no effect of perceived organizational support staff rejected the positive psychological capital and research assumes that staff perceived organizational support has positive effect on positive psychological capital, is confirmed and it can be concluded perceived organizational support to the severity of the psychological impact on capital is 47 percent, meaning that a unit increase in perceived organizational support for the 47 unit increase in capital will be psychological.

This hypothesis is consistent with the results of Yu and Lee (2015), Ting (2008), Berati et al (2014), and Jafari and Majidi Moghadam (2013).

- The second hypothesis

- Perceived organizational support on employee readiness for change has a positive impact.

Given the correlation coefficient obtained for this track (0.32) and the amount of test ($|t|=2.80>1.96$) with 95 percent of the null hypothesis of no effect positive psychological capital on employee readiness for change is rejected and the research hypothesis that the positive psychological capital has a significant positive influence employees readiness to change personnel, is confirmed and it can be concluded positive psychological capital intensity is 43% of the readiness of staff for the changes to take effect, this means that one unit increase in perceived organizational support in preparing employees for change will increase the 43 units.

This hypothesis consists with the results Yu and Lee (2015), Ting (2008), Logan and Ganester (2007), and Berati et al (2014).

- The third hypothesis

- Positive psychological capital has a positive impact on the readiness of staff to change.

Given the correlation coefficient obtained for this track (0.43) and the amount of test ($|t|=2.83>1.96$) with 95 percent of the null hypothesis of no effect positive psychological capital on employee readiness for change rejected and the research hypothesis that the positive psychological capital has a significant positive influence employees readiness to change personnel, is confirmed and it can be concluded positive psychological capital intensity is 43% of the readiness of staff for the changes to take effect, this means that one unit increase in perceived organizational support for the 43 unit increase in employee readiness for change will be.

This hypothesis consists with the results Yu and Lee (2015), Ting (2008), Avey et al (2008), and Khorakiyan and Monfared (2014).

- The fourth hypothesis

- Preparing employees for change on employee resistance to change has a negative impact

Given the correlation coefficient obtained for this track (-0.78) and the amount of test ($|t|=2.21>1.96$) with 95 percent of the null hypothesis of no impact on the readiness of staff to change employees' resistance to change has been rejected. Hence, the research assumes that staff readiness for change on employees' resistance to change has a positive effect, would, be confirmed and it can be concluded readiness of staff to change drastically affect 78 percent of the employees' resistance to change, this means that one-unit increase in employee readiness for change, reduce employee resistance to change will make 78 units. This hypothesis consists with the results of Yu and Lee (2015) and Ting (2008).

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