

Relationship between Organizational Climate and Resistance to Change Process of Physical Education Experts: Case Study

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ABSTRACT

Purpose of this study is to investigate the relationship between organizational climate in Education Department of Khorasan Razavi Province and the resistance to change process of physical education experts.

This study was of descriptive correlated type. For this, all of physical education experts in Education Departments of Khorasan Razavi, total 76 persons, were selected as subject samples. Study tool was Sussman and Deep's Organizational Climate Questionnaire (OCQ) standard in order to investigate organizational climate and evaluate the resistance to change process. OCQ validity against the resistance to change process was confirmed using a survey among the professors and experts and its stability through Chronbach's Alpha coefficient (0.81). In order to analyze the results, statistical descriptive methods including variance frequency tables, bar charts as well as mean, SD and variance beside statistical inferential methods such as Pearson's correlation and independent t test in order to test hypotheses at 5% alpha. The results showed that there is a significant reversal relationship between organizational climate and the resistance to change process of physical education teachers of Khorasan Razavi Province ($p=0.004$). There is a reversal significant relationship among purpose clarity, reward satisfaction, agreement on procedures and resistance to change process ($p<0.05$). Also, there is no significant relationship between role and agreement, clarity and effectiveness of communications with resistance to change process ($p>0.05$).

KEYWORDS: Organizational climate, Resistance to change process, Physical education expert.

INTRODUCTION

Organizational climate is an extensive scope which indicates to staff understanding from public work environment within the organization and is influenced by formal, informal organizations, personal identity and organizational leadership. In fact, organizational climate can be considered as organization's identity, in the other words, relationship between climate and the organization is the same as the relationship between person and identity [1]. Each of theorists sees concepts like organizational climate from some specific viewpoints. Tagiuri and Litwin call organizational climate as a relative and stable quantity of organizational environment which is experienced by staff and influences on their behavior. These researchers believe that organizational climate can be described based on organizational features [2]. From Evans's viewpoint, organizational climate indicates to general organizational identity and is a set of feelings and understandings the staff has in their mind from and within job environment [3].

Organizational behavior experts have considered some subscales for organizational climate including Susman and Deep's (1989) such that they account for incentive, role, reward, procedures and communications as organizational climate subscales [4].

Current era can be definitely called the era of rapid wonderful changes and revolutions so as the world as a whole is constantly changing and the survival of global components are owed to these changes. Change means revolution and indicates that whether everything instinct will be converted to another or current state or industry is revolved to a new state or description [5]. According to Hansen's definition, change in an organization is a process of transformation in organizational behaviors, structures, policies and outcomes. Mark Hansen calls change as a transformation and revolution process in organizational behaviors, structures and policies and a process of applying an innovation in the organization [6]. Valley and Thompson (1998) found in staff reactions regard to changes made in organizational structure that high percentage of staff resist against changes and no longer appreciate them. Also, they distinguished resistance resulted from attitudes against the change itself and resistance caused by renewal perceived by the person that is accompanied by new demands [7]. Weik (2001) implicated that regardless of how fast or slow the change is introduced, the reaction instantly is resistance to the change [8]. Esterhuysen (2003) calls

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this phenomenon as internal conservation and in-built conservational preservation syndrome. Additionally, he sees personal knowledge as a power source [9].

In all phenomena the world has changed and it is not only limited to a certain range. Before advent of human existence, the change has been and will be otherwise there will be impossible the change in any position and time as transformation to another time and state. Human being has always sought to create positive changes, to remove negative changes and combat with their effects and has tried to manage them to be secured. In order to be effective, organizations need change and transformation and adopt with variable conditions so as change is indispensable in organizations, resistance to changes is inevitable and staff will no longer simply appreciate changes. On one hand, an organization may no longer appreciate decisions made by management for various reasons and this dissatisfaction may be because of threats incurred by management or decision nonconformity with personal demands [10]. Considering rapid changes in recent organizations, Education Department is no exception and encounters with different changes. Education Department is principle source of learning and training students in which physical education is one of its tasks. With regard to the fact that exercise causes to develop and generalize health and power of students and finally the society, taking consideration of its development requirements seems inevitable. Whereas physical education experts in Education Departments as leaders in education centers are involved with exercise and physical education of students and executively have a special responsibility, therefore, managers and directors in the organization should create some conditions to achieve organizational goals including in fact improving exercise levels and leading students to physical attitudes such that in addition to regard with their professional ideas, their responsibility, nonresistance and future support relative to organizational decisions are increased. With regard to organizational climate and resistance to change process, many internal and external researchers (Moazen (2003), Kermani (2008), Talebpoor *et al.* (2009), Kashef *e al.* (2009), Gupta A. and Govin Darjan (2000), Mozaffari (1994), Tajarloo (1995), Rahimzadegan (2007), Asefi (2008), Aghajani (2009), Sagie and Koslowsky (1994), O'brien (2002), Parnent (2006), Rutt Alas (2007), Staci and Daniel (2008) and Chun (2010) have conducted different researches [11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26] but little have dealt with two issues and lack of such researches and studies in physical organizations is very tangible. Aligned with, this study deals with the relationship between organizational climate and resistance to change process among physical education experts in Education Departments of Khorasan Razavi Province so as it is identified that whether there is a significant relationship between organizational climate and resistance to change process.

Variables

Regard to the fact that this study deals with correlation between two variables and its purpose is to determine cause and effect relation at all, therefore, study variables are 1) scale variable (organizational climate) and 2) predictor variable (resistance to change).

METHODOLOGY

Considering the study nature, as it is dealt with comparatively the relationship between organizational climate and resistance to change and the purpose is no longer cause and effect relations, this study is of correlated type. Study populations are all certified physical education experts of Education Departments of Khorasan Razavi Province and are total 76 persons based on incredible data. With regard to limited population in this study all of physical education experts were considered as sample population.

Data collection tools and methods

Susman and Deep's standard OCQ was used to investigate organizational climate and evaluate resistance to change process. OCQ validity was confirmed by experts and its stability through Cronbach's Alpha (0.81).

Statistical methods

In this study descriptive statistical methods such as frequency tables and bar charts as well as SD and mean were used. Inferential statistics including Pearson's correlation tests and t test also were used to validate hypotheses and acceptable significance level was considered at 55. Additionally, in order to analyze data SPSS version 16 software was applied.

Findings and results

Results from responses to demographic questions indicate that of total 76 respondents, 65 persons (85.5%) were male and 10 persons (13.2%) were female and a person (1.3%) refused to respond to sexuality question. From education level view point, 1 person had diploma, 9 respondents postgraduate diploma, 54 respondents B.Sc. /B.A.

and 12 respondents M.Sc. /M.A. or higher. Of 76 respondents, 1.3% refused to indicate their fields of study and 2.6%, 3.9%, 5.3% and 6.6% were studied at educational affairs, Persian literature, management and primary education fields of study, respectively. In addition, 61 respondents (80.3%) were graduate students of physical education. Average age was 38.17 such that ages were in 25-52 years old. Average job history was 17.62years and this was in 4-29years range.

Also, the findings showed that there is reversal significant relationship between organizational climate and resistance to change process among physical education experts of Khorasan Razavi Province ($p=0.004$, Table 1). There is a reversal significant relationship between clarity and aim acceptance as well as resistance to change process among physical education experts ($p=0.003$, Table 2). There is insignificant relationship between clarity and role acceptance as well as resistance to change process ($p=0.13$). There is a reversal significant relationship between reward appreciation and resistance to change process ($p=0.007$). There is reversal significant relationship between accepting procedures and resistance to change process ($p=0.019$). There is insignificant relationship between effective communications and resistance to change process ($p=0.45$). Also, there is no difference between resistance in men and women ($p=0.53$, Table 3). There has been observed insignificant relationship between age and resistance to change process ($p=0.79$, Table 4). There has been insignificant relationship between job history and resistance to change process among the respondents ($p=0.63$, Table 5).

Table 1: Descriptive data and statistical analysis of organizational climate against resistance to change process

Statistics Variables	r	P	Type	Magnitude	Result
Organizational climate	-0.32	0.004	reversal	weak	significant
Resistance to change					

Table 2: Descriptive data and statistical analysis of organizational climate components against resistance to change process

	r	p	Type	Magnitude	Result
Clarity	-0.33	0.003	reversal	weak	significant
Role	-0.17	0.13	reversal	weak	insignificant
Reward appreciation	-0.3	0.007	reversal	weak	significant
Accepting procedures	-0.27	0.019	reversal	weak	significant
Effective communications	-0.086	0.45	reversal	weak	insignificant

Table 3: Comparative test of resistance to change process variable with sexualities

Variable	Levels	Num.	Avg.	t	DoF	P
Sex	Male	65	45.29	0.631	73	0.530
	Female	10	43.50			

Table 4: Descriptive data and statistical analysis between age and resistance to change variables

Statistics Variables	r	p	Type	Magnitude	Result
Age	0.03	0.796	direct	Very weak	insignificant
Resistance to change					

Table 5: Descriptive data and statistical analysis between job history and resistance to change variables

Variables	Statistics	r	p	Type	Magnitude	Result
Job history		0.056	0.633	direct	Very weak	insignificant
Resistance to change						

CONCLUSIONS AND DISCUSSIONS

Considering the results it can be said that:

1) There is a significant reversal relationship between organizational climate and the resistance to change process of physical education teachers of Khorasan Razavi Province ($p=0.004$). These results were aligned with Tajarloo (1995), Rahimzadegan (2007), Asefi (2008), Kermani (2008), Talebpoor et al. (2009), Sagie and Koslowsky (1994) and Gupta A. and Govin Darjan (2000) and are against Ardeshiri (2003) studies.

2) There is a reversal significant relationship between clarity and aim acceptance as well as resistance to change process among physical education experts ($p=0.003$). with this regard the results are according to Tajarloo's based on the fact that change planning and knowing change purposes make employees support of the change but they were against Aghajani's and this shows no relationship between planning and resistance to change process.

3) There is insignificant relationship between clarity and role acceptance as well as resistance to change process ($p=0.13$). These studies are confirmed by Ardeshiri's and show that there is no relationship between staff roles in the organization and resistance to change process and the results are aligned with Parnent's such that there is a direct relationship between accepting the change and adaptability and versatility.

4) There is a reversal significant relationship between reward appreciation and resistance to change process ($p=0.007$). These are confirmed by Kashef *et al.* (2009) and Allas (2007) studies and disagree with Ardeshiri results about the relationship between reward appreciation and resistance to change.

5) There is reversal significant relationship between accepting procedures and resistance to change process ($p=0.019$). These results are aligned with Tajarloo's and against Ardeshiri's about based on the relationship between accepting procedures and the resistance.

6) There is insignificant relationship between effective communications and resistance to change process ($p=0.45$). This is according to Mozaffari's and against Chun's and Staci and Daniel's studies.

Also, there is no difference in resistance among males and females ($p=0.53$). There is no significant relationship between education levels of respondents and the resistance among physical education experts ($p=0.79$) and there is insignificant relation between job history and the resistance ($p=0.63$).

Nowadays, it is much emphasized on creating coordinated and effective communications between personal and organizational purposes from experts, communications that based on which constructive ideas and thoughts are implemented in order to achieve organizational purposes and this maybe is one of the most important managerial tasks in the organizations. Knowing with organizational features and trying to know why and how organizational climate to influence on staff behaviors are most fundamental problems the managers encountered with. On one hand, organizations can no longer continue to survive constantly and they should always change and revolve so as can tolerate internal and external changes. Considering the importance and necessity of change and revolution in current societies, different organizational changes are encountered with external resistances with various causes and reasons. Therefore, identification of strategies to overcome these resistances is a prerequisite to change. The most important role of organizational climate is that it provides identities for organizational staff and makes commitment to their beliefs and values to make the organization compatible with environmental conditions. Climate in an organization acts as a control that causes to create or form staff attitudes and behaviors. Nowadays, most organizations have found that considerably increasing their performance is owed to a thoughtful relationship between cultural values and beliefs on one hand and strategies and business environment on the other hand. Generally, if organizational climate or condition incurred from organizational internal environment is open, it can be found that personal independence achieved by organization staff will be high and organizational authorities have well succeeded to determine communicational goals, rules and methods for their underneath. Also, within open organizational space, effective and positive staff behaviors are rewarded suitably and staff support will be well observable. Sufficient organizational climate makes staff ready to develop and change and this will be a good strategy to reduce staff resistance to change policies. From the study it can be concluded that in organizations with suitable organizational climate, rewards, goals and procedures are identified and managers are encountered with less resistance against changes. It means that involving staff with decisions specifically ones with organizational change, reduces staff resistance to organizational changes and makes an effective pace for change in the organization. Therefore, as a strategy to overcome organizational changes, appropriate organizational climate and changing staff attitudes are proposed. Considering the results from this study in the departments in which change instructions are designed bilaterally between staff and manager, it would be less resistance because staff are participated in organizational decisions and assume organizational development as their progress. Thus, they apply their best to implement organizational changes.

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