



**STUDYING THE EFFECT OF INTER-ORGANIZATIONAL FACTORS AND
ORGANIZATIONAL JUSTICE ON EMPLOYEES STRENGTH AGAINST CHANGE**

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ABSTRACT

This study examined the relationship between organizational justices and inter organizational factors with employees' resistance against change. The study population included all employees of the company and value-added services with the first SMS router, Rayaneh Gostar ,Tehran, which is over 150 people The 100 employee were selected based on random sampling .For data gathering the questionnaire of resistance against change , Andy Wayne (2001) and a questionnaire for inter-organizational factors developed by the researcher ,were used. Data analysis revealed a reverse and negative significant relationship between inter organizational factors and organizational justice (99%) with resistance to change. Regression analysis showed that only leadership style is the predictor of resistance to change.

None of the components of organizational justice (distributive, procedural, interactional) as well as employee resistance to change are unpredictable variable.

Keywords: Inter-organizational factors-organizational justice-strength against change

INTRODUCTION

The ability of organizations to respond to rapid change and meet the demands of customers in today's competitive environment, the most important points to be considered. However, many factors limit

the possibility of adapting the organization to the changing environment and provided opportunities for the organization to threats made, and the competition difficult and expensive. Appropriate technical and

organizational structural factors together and adapt to internal and external changes of the underlying and interrelated issues is (Mahdavi, 2001). Appropriate response and informed answers to complex transformations, the social organizations as open systems, systems change and constant development is an integral part of nature and therefore social organizations as open systems, mechanisms and structures to suit your needs to the positive variation in accordance with the complexity of the environment, are varied and complex and continuous interaction with the environment, the main constituent elements (structure, functions, roles, behaviors and objectives) and environmental changes to create some elements. If these changes and make informed responses to environmental changes on a specific model and pattern and done, the establishment and maintenance of one or more factors within organizations. Nowadays industrial organizations, services and business to improve efficiency, boost productivity, increase quality and other issues that affect the development and survival of the organization more than ever to raise issues such as the expertise of its entire staff, capacity of Member motivation and commitment as well as useful members are trying to preserve. Today, the need for change and innovation has been recognized

and no organization, institutions, organizations and managers can not show indifference to innovation and a long time since there was any change in the organizational context for the development and promotion of the organization, change is inevitable. Among the issues on the changes and trend influences organizations, organizational justice and other internal factors. Organizational justice, understanding of justice received from an organization's behavior and behavioral reactions to is such actions. Organizational justice is based on three dimensions: distributive justice, procedural justice and interactional justice. Reviews the factors and dimensions not only a step in order to identify factors affecting the organizational aspects of the management of human resources and it also reveals the challenges and solutions. Justice organizations must become just a slogan but should be practical to implement, otherwise job satisfaction and organizational commitment decreases and the health of workers and staff and interfere with the integrity of the organization, in turn, to national productivity and the survival of any country will help. Many people within an organization was born, educated and many other organizations of the acquired assets and die within the organization. Many of their activities by an organization called the

State regulated and most adults, the best days of his life to work for the organization and within the pass (Alvani, 1995; quoted in Danesh Poor, 2004). So, change the only constant in life and in business as well. Always causes us to optimize the performance in their organization, so that the appropriate response to the "Change" exhibit. One of the biggest challenges facing organizations in these cases, barriers to change and manage it. If the prerequisites are not included in the program of change, the change will be faced with an obstacle and it would be possible to slow or defeat. Understanding resistance and efficient management of the important factors in the success of the system, but to illustrate the successful implementation of a strategy to eliminate barriers to change, particularly personal strength there is general agreement (Aghdasi et al., 2008), But resistance by anticipating and understanding the process of planning, in advance of the resistance can be greatly beneficial to the organization's operation. Of course, resistance to change is a key issue in the management of change and the need to seriously examine the achievements Share shot very documentary about the behavior of the individual and the organization is that the organization and its members against the resistance (resistance) are.

Resistance to change can be considered as one of the sources of conflict, differences in it. Necessarily stand up to the standard procedures occur people can openly show their strength and indirect. If resistance or real people is clearly a management issue would not be much trouble. But the worst kind of resistance that is indirectly or members try to delay it for some time. Implicit or indirect resistance takes more subtle aspects in this kind of resistance loyalty to the organization is low. Due to the above, this study sought to examine the impact of internal factors and organizational justice is employee resistance to change.

METHODOLOGY

The methodology of this study is correlation. In studies of the correlation between one or more variables are analyzed.

The population and sampling

The population in this study all employees and SMS from mobile value-added services Gostar Tehran navigation computer that is over 150 people.

Sampling:

The sample using Morgan table of all employees and SMS from mobile value-added services Gostar Tehran navigation computer 100 people were randomly selected.

Demographic characteristics of the sample

Table 1: Distribution of employees according to sex

Density	Frequency	Abundance	Gender
53	53	53	Female
100	47	47	Man
	100	100	Total

Data collection

The instrument used in this study are the following questionnaire:

- 1- Organizational Justice Inventory
- 2- Questionnaire Resistance to Change
- 3-The questionnaire internal factors

Analysis Information:

Data was analyzed using descriptive and inferential done in descriptive, information

and raw data using statistical tables and graphs to determine the classification and the individual responses of the subjects and mean and variance made The results have shown that inferential analysis. The inference to determine the relationship between the intensity and direction of the relationship between variables is studied. To do so for the first and second hypothesis of correlation and regression analysis to examine the research question of hierarchical stepwise method is used.

RESULTS

Table 2: Distribution of employees by age

Density	Frequency	Abundance	Age
23	23	23	Less than 30 years
68	45	45	Between 30 and 40 years
93	25	25	40 to 50
100	7	7	Over 50 years
	100	100	General
			Age

First hypothesis: organizational factors and organizational justice with employee resistance to change, there is a significant relationship.

Table 3: Pearson correlation coefficients between organizational factors and employee resistance to change organizational justice

Employee resistance to change	Organizational justice	Organizational Factors		
0/211-	0/651	1	Correlation	Organizational Factors
0/035	0/001		The level of significance	
-0/096	1	0/651	Correlation	Organizational justice
0/034		0/001	The level of significance	
1	-0/096	0/211-	Correlation	
	0/034	0/035	The level of significance	

The second hypothesis: organizational factors (organizational structure, organizational culture, attitude and research, human resources, leadership, information technology) is able to predict the resistance of workers to change. Multivariate regression was used to analyze these questions.

Table4: Multiple regression analysis of the internal factors (organizational structure, organizational culture, attitude and research, human resources, leadership, IT) and employee resistance to change

Significant	T-test	Chi-arranged By R	Degrees of freedom	Total squares	Component
0/09	1/88	649/38	6	3896/27	Regression
		344/45	93	32034/47	left over
			99	35930/75	Total

Table 5: Regression analysis components (internal factors) variable employee resistance to change

Significant	T-test	Standard factor Beta	SE	Component
0/00	8/49	10/87	92/37	Constant
0/46	-0/73	0/28	-0/212	Organization Structure
0/33	0/97	0/26	0/257	Organizational Culture
0/94	-0/07	0/37	-0/027	Attitude and research
0/57	0/56	0/25	0/147	Human Resources
0/03	-2/12	0/28	-0/608	Leadership
0/19	-1/29	0/46	-0/595	Information Technology

The first hypothesis: organizational factors and organizational justice with employee resistance to change, there is a significant relationship.

The results showed that the correlation between organizational factors and organizational justice with employee resistance to change in a significant 99% confidence level associated with the research Hadavynezhad et al (2009) Ardali, Behrozi (2003), naami, Shokrkon, Taghipur (2008) Nickols (2004) MacFarine and Sioni (1992), French and Kaplan (1973), Farr et al. (1995) is consistent. In order to explain the first hypothesis to consider internal factors. some resistance to change is natural. The survey shows that organizations that employees will only hinder the development of resistance but there are many factors that cause lethargy organizations, and as Mahdavi (2001) also states that the relevance of structural factors

and technical organizations and adapt to changes in both internal and external issues is fundamental and interrelated. But there are many factors that cause lethargy organizations, and as Mahdavi (2001) also states: Appropriate technical and organizational structural factors together and adapt to internal and external changes of the underlying issues is interrelated. More information regarding the ability to integrate the computer systems can cause a lack of concentration and distribution of information throughout the organization. These non-recognition, complexity and concentration showed that the employees if they want to, can learn about problems Discuss with your supervisor and manage their ideas and opinions to the highest levels of the stress then drain connections, and the way social needs helps him. You can talk about the issues with your supervisor and manage their ideas and

opinions to the highest levels of stress. The man then drains connections in the social needs of the helps. The language and culture of a society is more justice, fair treatment increases the chance of development. If, in the famous words tend to be used more justice and people's expectations of each other and the authorities of the organization, clearer and more explicit and based on justice and expressed its different manifestations, risk behaviors, laws and regulations in a fair and more equitable increases as a source of information that will affect people's judgment, People's expectations of justice and its implementation. People in the events and changes in the face of doubt, try creating an exhibit that same behavior in the future and expected behavior, attitudes and forms of justice. As well as compensation to the employees in accordance with the priority, with the organization and its employees for the duration of honesty and loyalty are closely related. Rozbelt and colleagues (1995) argued that the law of equality is a priority. If someone in your group to stay for the duration of the benefits he finally won the class members. The second hypothesis: organizational factors (technology, organizational structure, organizational culture, attitude and research, human resources, leadership) and employee

resistance to change there is a significant positive relationship. The second hypothesis of multivariate regression analysis was used. Of all the predictors (internal factors) is the only component of leadership, solidarity and predicted most predictive variables capacities (staff resistance to change) earns with Kazemi research and mahram (2011), Niaz Azarinia et al. (2010), Hadvynezhad and colleagues (2009) and Rahimzadegan and colleagues (2009) and Nickels (2004) is consistent. The second hypothesis to explain the leadership style best predictor of resistance to change in the organization by reviewing the theoretical foundations can be undoubtedly acknowledged that resistance to change is a key issue in managing change and should be seriously examined. One of the many achievements documentary about the behavior of the individual and the organization is that the organization and its members against the resistance (resistance) are. Resistance to change can become just one of the sources of conflict and disagreement. Resistance to change does not occur to standard methods. People can openly or implicitly show their strength. Application of management styles and leadership to keep and encourage employees to learn and the continued growth and acceptance of change and to create conditions and opportunities for

organizational change. The leaders of the future are those who think, to know, to change confidence in themselves and also to help or guide others to change their patience to spend. Today's leaders have to make decisions that impact beyond their intended effects. If the leaders decide to have an adverse effect, employees may feel that the result is unfair and it is the unintended consequences, including poor morale, high mobility and decrease in productivity and a reluctance to change will lead.

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