

Determining the Relationship Between Organizational Structure and Staff Resistance In Front of Change in Fars Province Physical Education Managers

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ABSTRACT

In order to gain and sustain a competitive advantage, today's organizations need to effectively mobilize their change. The purpose of this study is determining the relationship between Organizational Structure and staff resistance in front of change in Fars Province Physical Education Managers. The method of the research is descriptive and its type is correlation between variables and – in view of theoretical and scientific basis of the present study – it could be categorized as applicational. The statistical corpus in this study was comprised of the heads and deputies in various counties in Fars province physical education organizations of whom n=46 were opted out by the method of full-counting sampling as the population of the research. Yet again, the toolkit to gather data was the standard questionnaire of Robins organizational structure, in addition to the questionnaire as to the resistance against change the suitability and the stability of Robins standard questionnaire have been made mention of in various national and international source studies ($\alpha=.86$). The permanency of the resistance +questionnaire again in the present work (against change) was calculated through the method of Cronbach Alfa coefficient testing ($\alpha=.83$). The analysis of the data was accomplished with the application of inferential and descriptive statistics (like Pearson co-variation and Kolmogorov-Smirnov testing. The level of significance of either $\alpha=.05$ or $\alpha=.01$ were determined through excel and spss software. Findings: The results showed that there was significant relationship between organizational structure and staff resistance against change ($P>.05$). Moreover, There was significant and positive relationship between formalization, complexity & centralization of decision-making with staff resistance against change ($P>.05$ or $P>.01$). With correction of organizational structure, field for application of change can be provided.

Key words: organizational structure, staff resistance against change, Fars Physical Education Managers.

Introduction

Our lives are shaped by organizations of which we have to tackle with almost every day. Etzioni [1975], states: "human kind are given birth to in organizations, living their lives out in organizations, and coming to their finale yet again in organization". Change is the only path before organizations now a days. Any organization's environment is on constant change to which co-origination is a MUST. Any organizations personnel are, in fact, the materializes of change there. As a result, in case the staff resist structural change in each department or each process, then failure will become inevitable. It so that sometimes conversion process – be it in the individual, be it in the organization as a whole—is not self-willed: is seems to be compulsory which, in turn, brings on resistance. Resistance could be described as some behavioral

phenomenon emanating either as non-acceptance or taking on a negative attitude vs. conversion or cooperation with the newly-introduced ways and means of doing things [5]. There are disparate factors increasing the level of resistance against organizational change some of which would be a reduction in decision-making involvement, the huge volume of codes and internal laws in addition to an increase in the number of functional departments inside the organizations causing work stability among the staff and a reduction in innovation. All these are the outcome of unsuitable organizational structure.

Physical education departments – as those responsible for the nation's sport activities and the executives of the general physical education expansion—need to coordinate themselves with the environs and the necessary changeover for the sake of coming into harmony with globalization,

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achieving more success. Consequently, the first step which is the most basic issue in physical education organization is this very parameter of knowing the backdrop to the executives and staff's pushover against any kind of changing in bringing about structural differentiation. For this reason, the researcher has found it of necessity to search for and investigate into the relationship between organizational structure and the stiff resistance on the part of the executives and their deputies versus any change.

Methodology:

The descriptive investigation methodology has been put to use as for gathering data concerning demographic characteristics and the outlay of the present situation: coming all to the type of "survey" while, on the other hand, in virtue of the research purposes, the present study could be classified among applicational[4].

Data gathering methods:

Table 1: Kronbach Alfa coefficient questionnaires.

Rows	Questionnaires Title	Coefficient
1	Organizational Structure	0/86
2	Resistance against change	0/83

In the present research valuating the range of items is based on table 2.

Table 2: Items and each value in the research questionnaire.

Item/questionnaire	Very low	low	average	much	Very much
Organizational Questionnaire	1	2	3	4	5
Resistance against change	5	4	3	2	1

Data analysis methodology:

To find answers for the research questions and, also, for analyzing the data, descriptive statistical methods like averages and standard deviations have been used. To determine the relationships between variables, first the data normality were confirmed by

To garner a primary data for testing research hypotheses, questionnaires were applied. As for secondary data, books and theses were used as well as articles printed after seminars in addition to translated papers from the internet.

Statistical population and sample and measurement toolkit of the research.

The statistical population in this research contained 46 heads physical education department in Fars province. Because of the fact that "n" was not big enough to necessitate sampling, the totality of the data were gathered by fullcountingmethod[4]. Standard questionnaires in coordination with the measurement means were used to test the research hypotheses of which the suitability of the contents was confirmed by a number of Tehran university faculty of management professors through Ardeshiri's investigations [2009]. For the constancy/stability of the questionnaires, Kronbach Alfa has been applied not least to mention the one cited in Ardeshiri's work [2009], on the top of Kronbach Alfa coefficients in questionnaires calculated by means of SPSS software.

Klomgrev-Smirhev testing. Later on, the correlation coefficient tests of Pearson were applied to determine the relations.

The description of the individual characteristics on the part of the executives

Age: the executives' average age equaled 47.69 years.

Table 3: Average and the standard deviation of age of the executives of physical education of Fars province.

The average standard deviation \pm age	5/49 \pm 47/69
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Services history: the average of the service records of the bosses was 22.07 years.

Table 4: Average and the standard deviation of the service records of bosses of physical education of Fars province.

The average standard deviation \pm service record	5/30 \pm 22/07
No.	38

Educational stance: of 38, 23 hold bachelor's degrees, 15 hold master's degrees or higher.

Educational Field: of 38, 11 placed in physical education category, 13 in management category and 14 in the other categories. Therefore, the greatest

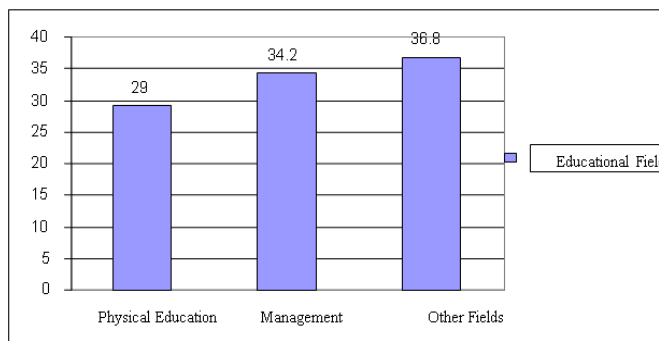
frequency is related to the other educational field categories.

Hypotheses Testing:

In these hypotheses, zero hypothesis has been based on no relationship between the variables and

the alternative hypothesis has been based on the relationship between them. To test the hypotheses, the correlation coefficient tests of Pearson has been used, meanwhile, the statistical level in which the

hypothesis is rejected or accepted has been reported through the software (the significant level 0/05 or 0/01).



Hypothesis Testing No.1

The P value is equal to 0/018. Hence the zero hypothesis is rejected and as shown in table 5, the research hypothesis has been confirmed. The

correlation 0/274 indicates the positive and direct relationship between the organizational structure and resistance against change.

Table 5: The relationship between organizational structure and resistance against change.

In dependant variable	Dependant variable	Significant level	Error rate	Correlation coefficient	Conclusion
Organizational Structure	Resistance against change	0/018	0/05	0/274	Rejection of zero hypothesis

Hypothesis Testing No.2

The P value is equal to 0/001. Hence, the zero hypothesis is rejected and as shown in table 6 the research hypothesis has been confirmed. The

correlation 0/550 indicates the positive and direct relationship between the formality and resistance against change.

Table 6: The relationship between the organizational formality and resistance against change.

In dependant variable	Dependant variable	Significant level	Error rate	Correlation coefficient	Conclusion
Formality	Resistance against change	0/001	0/01	0/550	Rejection of zero hypothesis

Hypothesis Testing No.3

The P value is equal to 0/042. Hence, the zero hypothesis is rejected and as shown in table 7, the research hypothesis has been confirmed. Also, the correlation 0/155 indicates the positive and direct

relationship between the complexity and resistance against change. This means that the high level of complexity is correlated with the high level of resistance against change.

Table 7: The relationship between the complexity and resistance against change.

In dependant variable	Dependant variable	Significant level	Error rate	Correlation coefficient	Conclusion
Complexity	Resistance against change	0/042	0/05	0/155	Rejection of zero hypothesis

Hypothesis Testing No.4

The P value is equal to 0/032. Hence, the zero hypothesis is rejected and based on table 8. The research hypothesis has been confirmed. The correlation 0/525 indicates the positive and direct

relationship between centralization in organizational decision-making and resistance against change, which spalls that the high level of centralization is correlated with the high level of resistance against change.

Table 8: The relationship between the centralization in decision-making and resistance against change.

In dependant variable	Dependant variable	Significant level	Error rate	Correlation coefficient	Conclusion
Centralization	Resistance against change	0/032	0/05	0/525	Rejection of zero hypothesis

Conclusion & Discussion:

The research findings have shown that there is a significant relationship between organizational structure and resistance against change among the executives of physical education departments of Fars province. The following research results are indirectly in the same line with the present research.

The results of Hamidi&Keshtidar's research [2001] have shown that the use of organic organizational pattern by the executives in variable and unstable environments of the college's education centers has led to more organizational commitment among the members; it also creates incentives, responsibility, quick resolution of the conflicts and disputes and the member's quick compliance with the organizational changes [2]. Parent [2008] stated in an article that cooperation, a clear role and duty and optimism in the work environment have direct relationship with compatibility & versatility in the case of change [9].

With regard to the above mentioned results it could be said that, the more formal, complex and centralize is the organizational structure of the physical education departments of Fars cities, the less is the creativity and innovation of the staff which can increase the resistance of staff against change.

- Another finding of the research was the significant relationship between the formality against change in the executives of physical education departments of Fars cities. There were not much investigational research to be found. but the following researches are indirectly in line with the results of the present research.

Fakhrian[2002], was came to the conclusion in his researches that there is a strong and negative relationship between the formality and creativity, so that with the increase of codes, internal laws and regulations in an organization the individual creativity is decreased and vice versa [3].

Formality is defined as the limit set by an organization to orient its staff behavior according to rules, regulations and the general trends.

- Another finding of this research was a significant relationship between complexity and resistance against change in executives of physical education of Fars cities. This relationship is direct and positive.

The results of Rezazade research [2003], have shown that there is a significant relationship between complexity and the organizational entrepreneurship [3]. Hunter [2006] indicated through his investigations that the organizational creativity rate has been increased significantly in organizations with less complexity and more cooperation between their organizational units [7].

A significant relationship between centralization in decision-making and resistance against change of the executives of physical education departments of Fars cities was another finding in this study. This

relationship is direct and positive, means that the more is the centralization; the more will be the staff resistance against change and vice versa. In this case the following studies are in line with the present research.

The results of Asefi's study [2008] have shown that there is a significant and reverse relationship between cooperation in decision-making and problem solving with resistance against change, so that the more the cooperation in decision-making will be, the less is the resistance against change [1]. The research conducted by Rastegari[2008], he has shown that, the more the participatory management applied in organization, the less the centralization in decision-making, formalization and complexity in organization would be [3].

Abrian[2005], stated in his article titled as key partnership to successful change that the cooperation and involvement of the front-line employees in organizational affairs played the key role in accepting the change and creating environs for effective cooperation among the clerks within the organization [8]. Benbrock[2007], shown in his research that resistance is not a common response against change; unlike individuals have desire and satisfaction for change [6].

With regard to the relationship between the two variables, if the centralization in decision-making is high in general physical education department and if the staff's cooperation decreases, therefore, the acceptance of the decisions made by the executives of this organization will be resisted by the executives of the counties.

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