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Investigation of the relationship between participation rate in decision making and employee resistance to change (Case study: Tehran University of Applied Sciences and Technology, Department of Art and Culture)

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Abstract

The main objective of this study is to investigate the relationship between participation rate in decision making and employee coping with change in Tehran University of Applied Sciences and Technology (UAST), Department of Art and Culture. To this end, 43 educational and administrative employees and the faculty members were selected as sample using Krejcie-Morgan table (1998) and simple random sampling. To measure participation rate in decision making and coping with changes, researcher-made questionnaire was used. Content validity of the questionnaire was confirmed by scholars in this filed and its reliability was also confirmed using Cronbach's Alpha. At the end, the results obtained from the study have been analyzed using Pearson Correlation and the results showed that there is no correlation between participation rate in decision making and employee coping with change. Moreover, no significant correlation was observed between satisfaction and employee coping with changes; although significant correlation was observed between difference in opinion and employee coping rate with change ($p<0.01$).

Keywords: Participation in Decision Making, Employee Coping with Change

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Introduction

Before 1970s decade, leaders used not to pay sufficient attention to out-organization environment. The only underlying issue was to take a portion of market. During 1970s, environmental forces such as technology, deregulation and innovation made many organizations and industries encounter severe changes. In late 1970s, the domain of changes was extended, the focus was on changing organization in the mid-1980 and it was continued with engineering rebellion in early 1990s. The movement is today continuing its way with Information Communication Technology movement, resource planning and searching to find solutions to gain the best results from the changes (Anderson et al, 2002).

In fact, before 1980s, the term "change" was capable to describe anything needed to be different within the organization. However, as the change was going to be pervasive and more experiences were being obtained, difference in organizational changes gained attentions (Salehi et al, 2010). This is because; human capital was the rarest and the most expensive capital of every organization (Siyadati and Mahmudi, 2009). Today, managers and authorities of organizations are interested and hope that they can meet the challenges and shortcomings within the organization in best way and they believe that the best solution in this field to overcome organizational challenges can be promotion of efficiency and empowerment of employees through educational plans. In this field, activation and creation of enthusiasm and motivation for working can be considered as a driving factor for work and construction and this is something beyond capability and more important than it (Gorji and Taheri, 2010).

Therefore, change can be the only permanent element in life and business. Some factors always force people to optimize their performance within the organization, so that the organization can show good response to the change. One of the most important challenges for the organizations in this case can be obstacles to change and management of that. If the required perquisites are not considered in the chaining plan, the changing process may encounter obstacles and this can cause the plan slowed down or failed. Perception of resistance and efficient management of that can be the most underlying factors in organizational success; although there is no consensus on description of a successful executive solution to remove the obstacles to change, especially resistance of individuals (Aghdasi et al, 2008). However, through prediction of resistance and perception of organizational planning changing process, one can utilize resistance to high extent in benefit of the organization. Undoubtedly, resistance to change is a key issue in change management and should be investigated seriously. In this regard, different factors can be effective. The participation rate of employees in decision making processes can affect type of attitude of employees towards the organization and its goals and can make some changes for acceptance of the changes by employees and this issue should be investigated. According to the mentioned, this study has investigated the relation between participation arte in decision making and employee resistance to change in Tehran University of Applied Science and Technology, department of Art and Culture.

Problem statement

One of the ways to control and meet inattentiveness of employees is division of power and allowing them to make decision based on level of their responsibility, which can cause cooperation of employees in way of organizational achievement. If the employees participate in decision making, the differences in opinions and determination of preferences can be met and this can make opinions of managers and employees become same. Participation in decision making can decrease the stress caused by ambiguous and changing expectations of management, can increase motivation to take the right action, to increase

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quantity and quality of performance of employees and can also cause taking performance evaluation with more accuracy.

One of the most documented achievements on individual and organizational behavior is that the organization and its members resist against changes. Resistance to changes can be considered as one of the sources to make conflict and conflict.

Resistance to change is not necessarily taken by standard methods. People can show resistance explicitly, implicitly, indirectly or immediately. If their resistance is explicit or immediate, organization management faces no significant problem. However, the worst type of resistance is indirect resistance or the time that organizational members try to postpone that for a while. Implicit or indirect resistance takes more elegant aspect and can reduce loyalty of people to organization.

In this study, the author has attempted to analyze the correlation between participation rate in decision making and employee resistance to changes in Tehran UAST to take even small step towards recognition of factor affecting resistance to change in employees. Therefore, the main research question is that is there any correlation between participation rate in decision making and employee resistance to changes?

Significance of research

In regard with taking changes, the underlying point is resistance of employees to changes. However, the resistance and resistance can't be a reason for rejecting the issue of change and postponing that and it is expected that the manager can conduct employees towards these changes with proper management of affairs and with the wisdom and skills of management. Here, it could be observed that management is a complicated and beautiful combination of science and art and artist manager is someone, who is capable to assign the employees to new situation with causing no interval and pause in previous activities of the organization. 3 fundamental principles of change management include continuous evaluation of the status (external and internal) of the organization, participation of employees (in the activities and results thereof) and convincing communication (in all fields and issues), based on which one can overcome resistance to changes (Tabibi, 2015).

Nowadays, the management science and art is being considered as one of the most elegant, difficult and fruitful actions taken by human and can be also considered as one of the most underlying indices of contemporary civilization and factors affecting social, cultural and economic growth and development of the todays' societies. In current century, importance and effectiveness of the branch of human science is to an extent that some scholars has named the 20th century as the "age of management" and have called the current world as the "world of knowledgeable managers" and consider management science as one of the most underlying and complicated fields of human sciences, since the vision of organizations can be changed with the support of powerful managers with information in field of academic principles and theories and management styles and those with human, perception and technical skills.

Among types of management, management of educational organizations is very important and play strategic role, since all goals and factors of these organizations are relied on human and their mission and function is changing raw and unskilled people to creative, self-conscious and well-developed individuals on one hand and to supply human resource needs in cultural, social and economic sectors on the other hand.

Success of educational system can be achieved in case that professors and authorities with good spirits are responsible for education. The professors with good and powerful spirits can attend the workplace with

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more motivations and take effort for realization of educational goals. Good encounter and behavior of educational unit manager can cause high spirits in professors and teachers and can also enhance their satisfaction by work and profession and can cause creation of interests, motivations and job satisfaction. Hence, the teachers can show powerful behavior and do their best to realize predetermined goals. Achievement of such result or failing in this way can be caused by behavior of manager as leadership style and type of guideline, with supply of which answers the question that whether the manager can provide conditions for prosperity of talents and capabilities or can instead cause its failure?

The importance of decision and matching affairs and management in summary has been analyzed by all schools and opinions and various theories and this can be good reason for importance of this issue, especially is management is in educational organizations, the input and output of which has human aspects. According to the mentioned, the main objective is to investigate the correlation between participation arte in decision making and employee resistance to change in Tehran UAST, Department of Art and Culture.

Literature review

Shahlaei (2014) has studied the impact of psychological capital and resistance to change on organizational citizenship behavior of employees working at central offices of Sepah Bank and found that psychological capital can have positive and significant effect on organizational citizenship behavior of employees working at central offices of Sepah bank. However, the variable of resistance to change in effectiveness of psychological capital in organizational citizenship behavior in the studied population has shown no significant effect as moderating variable.

Gholubi (2013) conducted a study under the title of "analysis of power sources of managers on methods overcoming employee resistance to organizational change in Central Organization of Islamic Azad University" and found that power sources of managers can have significant effect of methods overcoming employee resistance to organizational change. In these components, forced power had highest impact on the methods overcoming employee resistance to changes and the components including legal power, specialized power, rewarding power and reference power were in next ranks in terms of the level of impact.

Pashanejati (2013) conducted a study under the title of "analysis of the relation of female student participation in decision making in school affairs and the advancement motivation and self-regulation in third grade of secondary schools of Tehran". In this study, the author has attempted to analyze the correlation of participation in decision making on school affairs with advancement motivation and self-regulation in female students of third grade of secondary school. The method applied in the research was correlative method. Statistical population consists of all female students of secondary school. Statistical sample consists of 400 students, who were selected using random sampling. The instrument used in the research was questionnaire. The results obtained from the study using regression analysis showed that there is significant correlation between participation in decision making in school affairs and advancement motivation and self-regulation. In final analysis of the research, Friedman test was used and it was found that the variables of advancement motivation and self-regulation have possessed highest rank and the variable of participation in decision making has possessed lowest rank. At the confidence level of

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95%, it could be found that there is significant correlation between advancement motivation and self-regulation and participation in decision making in school affairs.

Asadi (2011) conducted a study under the title of "tendency of teachers to participate in relevant decisions of curriculum and factors affecting that". The study was conducted with the aim of analysis of tendency of teachers to participate in decisions relevant to curriculum and the effect of factors affecting that in academic year 2011-12. All teachers of secondary school in district 1 of Mashhad Ministry of Education formed statistical population in this study. To answer question 1, 120 teachers were selected based on Cochran formula as sample. To answer question 2, due to causal-comparative study, two groups with 40 teachers in each group were selected as sample in two boundaries of high trend for participation and low trend for participation in educational fields. In the group with high trend for participation, 40 teachers were selected as sample based on highest participation rate and in group with low trend for participation, 40 teachers were selected as sample and intentionally based on lowest trend for participation. The required data was collected using questionnaires and was analyzed using 2 averages comparison test and two independent ratios. According to obtained results, the trend of teachers to participate in curriculum was in high level. Moreover, among the components, only the factor of educational degree caused significant difference between teachers with high and low trend for participation in curriculum.

Amiri (2010) conducted a study under the title of "analysis of relation between organizational culture and employee resistance to change in Staff Physical Education Offices of North Khorasan". They found that there is negative and significant correlation between organizational culture dominant in Physical Education Offices and resistance of the staffs to changes. Also, with analysis of correlation between organizational culture and resistance to change, reverse and significant correlation was observed between all components of organizational culture and resistance to change. The results obtained from the study showed that the more suitable organizational culture size is, the lower resistance and standing of employees to implement organizational changes would be.

Urak and Darvishpour (2009) conducted a study under the title of "solutions affecting decreased resistance to change in view of professors and staffs of Islamic Azad University" and found that in view of the professors and staffs of Islamic Azad University of Izeh, paying attention to emotions, making consultation with them, trust in employees and giving authority to them can affect their resistance to change. Therefore, the authorities of Islamic Azad University should provide conditions of any change before taking that and pay attention to desires of professors and personnel in system, so that they can act effectively for realization of their mission.

Asefi et al (2009) conducted a study under the title of "analysis of cooperative management and employee resistance to change within Physical Education Organization and Ministry of Education Physical Education Department". They found that there is negative significant and reverse correlation between cooperative management and resistance to change in both studied organizations (Physical Education Organization and Ministry of Education Physical Education Department). Moreover, negative significant and reverse correlation was observed between participation in planning and goal setting, participation in decision making and problem solving, participation in control and supervision and participation in implementation with resistance to change. Moreover, the results showed that there is significant difference between cooperative management within Physical Education Organization and physical education organization and Ministry of Education Physical Education Department; although no significant difference was observed between two organizations in terms of resistance to change.

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Hadavinejad et al (2009) conducted a study under the title of "Leadership Policy, Employee's Perceptions and Resistance to Change" and found that there is positive and significant correlation between organizational policy perceptions and cognitive and emotional resistance of employees to change. However, behavioral resistance showed no significant correlation with the predicting variable of research. Using adjusted hierarchical regression, it was found that leadership policy of managers can intensify the correlation of organizational policy perception and cognitive-emotional resistance of employees to change.

Pardakhtchi (2001) conducted a study under the title of "improvement and organizational prosperity; a novel and comprehensive approach for change management". The study showed that if managers take no consultation in the process of design and implementation of change plan, they can have no significant attachment to desired changes.

Sadeghi (2001) conducted a study under the title of "study of change management with regard to theories of theorists" and emphasized role of communications in changeability of managers and found that those managers with power to persuade others, to communicate others and to make them involved in different educational activities can accept innovations faster than those without these traits.

Jafari Moghaddam (2000) conducted a study under the title of "change management (case study)" and found that with creation of desired human relations and paying attention to employees as the most important capita of organization and sympathy with them, one can implement changes.

Sadrieh Khajoo (1996) conducted a study under the title of "analysis of opinions of managers on favorable factors to make change in education system" and found that providing conditions for participation of employees, recognition of causes of resistance to change, making motivation for change in employees and providing trust of employees are factors affecting change.

Akbarzadeh (1996) conducted a study under the title of "analysis of the effect of employee participation in organizational decision making on their job satisfaction" and found that there are different degrees of participation in participatory decision makings. In one end, there is basically no participation and the head makes decision with no help and survey of others and in other end, there is perfect participation and every one, who is typically associated with the decision or is affected by the decision, should be involved in decision making. Hence, participation is a predicting variable and satisfaction is a criterion variable. In this study, it has been attempted to test the effect of participation of employees in organizational decision making on their job satisfaction and to identify the factors affecting the variables and to improve participatory decision making styles after identification of these factors with presenting required suggestions for managers and ultimately, to enhance spirits of employees and to provide sense of responsibility and satisfaction for them.

Asefi (1996) conducted a study under the title of "the relationship of participatory decision making with job satisfaction of Employees of the Railroad Company of the Islamic Republic of Iran". The study was conducted on the correlation of participatory decision making with job satisfaction of employees and factors affecting the correlation. To this end, hypotheses included main hypotheses "there is correlation between participatory decision making and job satisfaction" and 4 secondary hypotheses. In this study, after introducing framework, the issue was firstly analyzed theoretically using the latest theories and with use of domestic and foreign references and rich theoretical base was provided for the issue. The method used in this study is field study and Railroad Company of Islamic Republic of Iran was selected for this purpose. The data collection was done using questionnaire and data analysis was done using descriptive

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statistics including correlation. The results obtained from the study showed that there is strong and positive correlation between participatory decision making and job satisfaction and the result was confirmed based on the statistical tests mentioned above. Moreover, the study proves that the correlation between participatory decision making and job satisfaction can be adjusted through other variables given in secondary hypotheses. In fact, according to obtained results, interest of employees in participatory decision making and information of employees about participatory decision making can affect correlation between participatory decision making and job satisfaction positively; although the effect of two other factors "effect of participatory decision making and employee skill in participatory decision making" on this correlation is not significant statistically. Finally, according to obtained results, the study suggests that the state organizations should make employees participate in decision making processes to enhance their satisfaction and use the conditions confirmed by this study to enhance job satisfaction as key factors for successful decision making.

Hanif et al (2014) conducted a study under the title of "the impact of organizational resistance to change on implementing business process reengineering; case study of public bank of Pakistan". This study was aimed at analysis of the impact of organizational resistance to change on BPR. The study suggested that human factors, organizational factors and information technology educations can affect organizational resistance and that the said effect can have positive effect on success of BPR. A survey was done using questionnaire in Pakistan public bank, in which BPR was implemented. The results obtained from the survey showed that explanatory factors can affect implementation of BPR at 65.7% and the impact is positive and significant. When sufficient attention is paid to human and organizational factors and information technology educations are provided for employees, this can help organization in management of any resistance to change in the process and hence, it can cause successful implementation of BPR.

Hao Jiao et al (2013) conducted a study under the title of "when organizational changes should be implemented?" and examined the mediatory effect of environment dynamicity in relation to dynamic capabilities and new corporate performance. The main objective of this study was to determine the mediatory effects of environmental dynamicity on the correlation between dynamic capabilities and new corporate performance and rapid environmental changes in China (case study). The results obtained from the study showed that opportunity and rehabilitation capabilities have significant effects on new corporate performance. Moreover, each of said capabilities has significant effect on new corporate performance in excellent environmental dynamicity levels. It could be concluded that dynamic capabilities can be effective in implementation of organizational changes to maximum level with utilization of environmental dynamicity.

Amoonpour Rastekenari et al (2013) conducted a study under the title of "study of factors relevant to employee resistance to change and its relation with accountability to clients and result performance in banks". The study investigated factors relevant to employee resistance to change and its correlation to client accountability and result performance in private banks in Rasht, Iran. This study was a descriptive-analytical research in kind of applied survey. Statistical population in this study consisted of all employees in private banks in Rasht and research sample was formed of 191 employees, who were selected using stratified random sampling method. For purpose of data collection, a questionnaire was used. Validity of the questionnaire was confirmed by experts and professors in this field and its reliability was confirmed using Cronbach's alpha. Analysis of collected data and testing hypotheses was done using structural equation modeling by Lisrel and SPSS software. The results obtained from the study showed

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that there was positive, direct and significant correlation between self-efficacy and employee resistance to change in studied population. The results obtained from the study also showed that employee resistance to change is in significant, negative and reverse correlation with client accountability and result performance.

Doucette et al (2012) conducted a study under the title of "organizational factors affecting implementation of change on pharmacy functions". This study was aimed at analysis of the effects of entrepreneurial mismanagement, resource adequacy, and staffing in pharmacy and changes in function styles of pharmacies. The results obtained from the study showed that many pharmacies have reported that some dimensions of their affairs such as data collection and caregiving documents have been changed. A few numbers of these pharmacies reported changes in field of asking patients to pay medication expenses. The results obtained from the study can support results of previous studies showing capability of organizational changes in increasing leadership, independence of employees and accessibility to sufficient and proper resources.

Jaramillo et al (2012) conducted a study under the title of "salesperson resistance to change: empirical study of predicting factors and results". The study was aimed at analysis of the causes of resistance of salespersons to change and the effect of resistance on customer accountability and performance results. The survey results obtained from 233 salespersons from 3 large financial institutes in Mexico were used to test the correlations on salesperson resistance to change. The results showed that salespersons are more likely to show resistance to changes if they believe that change can increase their work load and pressure. Resistance of salespersons to change is decreased when they have higher levels of job independence and self-efficacy. Resistance to change has negative effect on customer accountability and performance of salesperson.

According to investigations of Judge and Douglas (2009), the causes of failure in change vary from organizational capacity in field of change to other human factors such as employee resistance to organizational changes. Moreover, Boomy and Heady (2001) have referred to several works conducted such as a study conducted on one of the 5000 Australian organizations, which have referred to resistance to change as the most common problem for managers in field of applying changes (Roozmand Bohneh et al, 2012).

Nickels (2004) conducted a study on the function and skills of managers in change process and showed that skill to make change is a leadership and not managerial skill. Hence, some steps should be taken for change management:

Determining a leader; meaning a person responsible for conducting and organizing change management activities.

- Training leader and project team members and executors with special emphasis on techniques, processes and principles of change management
- Evaluation of change and organization and selecting change management team with favorable and expert human resources in field of change management
- Creating a supportive model and team structure
- Creation of management plans (Hanifi, 2007, 67)

Bauer (1992) conducted a study under the title of "resistance to change, functional analysis of responses to technical change in a bank in Swiss". The study investigated signaling role and diagnosis value of use resistance in a software development project. This study was started with a critical analysis of common

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managerial belief denying the resistance to change as a disturbance and a symbol of individual or structural shortcoming. Such attitudes can disable change factors detect signs of resistance to change in organizational processes. The first reference of evidence in this field is literature relevant to effects, attitudes and acceptance of international information technology, especially in Swiss. Second reference is field psychological field theory reconstructed as "feeding anorexia person" model, which is a form of social engineering. Third source is an empirical study of "resistance to change" among management students in UK, Swiss and USA (N=388). The study has analyzed the concept of resistance based on comparing that with pain and based on self-control and self-activated systems. An organization implementing a new technology is a self-activated system, which conducts its activities with the help of internal and outside relationships and gives them energy. Functional simile of the organism pain system and resistance to change was studied in the study. The simile is formed of parallel process of information, filtering and recording information, and a 2-model pattern of focus over the time and allocated attention functions, evaluation, change and learning. With the simile, more than 50 hypotheses can be created on resistance to change and their effect on organizational processes. Evidence of some of these hypotheses is studied in a case study of a Swiss naming group. Implementation of computer services was reconstructed during 1983-1991 in central bank and 24 branches. Data included analysis of 2 surveys of viewpoints (1985 n=305; 1991 n=326), documents (n=134), narrative interviews (n=34), job analysis (n=34), field observations and relevant data of performance (n=24). A method was designed in this study to describe the variable structure of organizational data processing. Content analysis paves the way to analyze the issue that when, with what level and how resistance was changed into a problem during 1983-1991. Usefulness of simile of pain was shown by 1) change in analysis of resistance from structure to process and a predicting variable instead of a criterion variable 2) by changing concentration from motivation to relationship 3) by eliminating previous hypothesis on this basis that resistance is a kind of disturbance and annoyance 4) referring to diagnosis value of bad news in organizational communications and that resistance is a kind of diagnosis information showing that when, where and why affairs and activities encountered problems in this field.

Marshal (1991) conducted a study under the title of "analysis of relationship between personality dimensions of managers with decision making style and participation of others in decision making process" and found that managers who accept responsibility of others in decision making are in high level of human relations and intimacy with people in terms of personality (quoted from Ebrahimi, 1996).

In the study conducted by Jackson (1983), the effect of participation in decision making and decreased job pressures based on 4-grup model "Salmon" and using two posttests on office staff and nurses was analyzed. The results obtained from this study after 6 months showed that participation can have negative effect on conflict and duality of function and received influence and that participation of individuals in decision making processes can be determinant factor of reducing job pressures.

Norton (1976) conducted a study to investigate the theoretical correlation of Herzberg Health Motivation Theory and Likert Management Theory and the results showed that managers with trend for employee-based management style make people interfere in decision making processes, which can lead to more satisfaction of employees.

Hui and Miskle (1950) have conducted various studies on participation of teachers in affairs of educational organizations and summarized correlation of participation, incentives and satisfaction in spirits according to results obtained by scholars:

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- Opportunity of participation in educational organization decision making can be an important factor in spirits of members and support for them in educational organization.
- Participation in decision making is positively correlated to satisfaction of teachers by their job
- Teachers, regardless of their attachment needs, expect managers to participate in decisions and especially important decision.

French and Coch (1948) conducted studies on Heywood Clothing Factory and showed that participation of employees in decision makings can affect changing their attitude and to reduce their resistance to change. In general, these studies showed that participation in decision making can change opinion and relative ideas of participants and pave the way for acceptance of changes in technology and can also lead to increase in production and can cause stronger spirits for people (quoted from Sa'adat, 1993).

Determining methodology

Scholarly research is the process of systemized, controlled and empirical analysis of phenomena, the relations of which can be directed through hypothesis and theories. In the research process, the questions and hypothese4s should be firstly presented based on desired objective and after selecting good method, answers of questions should be presented by testing hypotheses. To answer research questions or to test research hypotheses, data should be collected and analyzed. The process is called as the process of converting data to information (Sarmad, Bazargan and Hejazi, 2011: 23).

In regard with selecting types of methodology, it should be noted surely that who are decision makers in regard with the research and that by whom the results of the study can be used and with what attitudes, so that the research has encountered no problem of inefficiency (Ahmadi and Nahayi, 2007: 42).

Research typology can prepare method for its methodology (Ahmadi and Nahayi, 2007: 42). The specifications of this study are summarized as follows:

a) In terms of research objective: as this study tends to analyze the correlation between participation arte decision making and employee resistance to change in Tehran University of Applied Science and Technology and the results can be applied immediately after ending the work in desired population; this study is an applied research in terms of objective.
b) In terms of method: in this study, the status and rate of variables (participation in decision making and employee resistance to change) are analyzed. therefore, in terms of data collection method, this study is a descriptive research and as the study tends to investigate correlation between participation in decision making and employee resistance to change in branches of Tehran University of Applied Science and Technology, this study is a correlative study in terms of method.
c) Methodology based on procedure: this study is a survey questionnaire-based research in terms of procedure.

Data collection method and instrument

Data collection methods can generally be divided to two groups:

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a) Library method: in this study, library method is used for data collection using instruments such as academic dissertations, scholarly articles, journals and internet sites.
b) Field methods: in this study, for quantitative analysis of data and to be aware of attitude of educational and administrative staff of Tehran University of Applied Science and Technology compared to the correlation between participation in decision making and employee resistance to change through questionnaire, the data collection was done.

Statistical population

Statistical population in this study consists of all educational, administrative employees and faculty members of Tehran University of Applied Science and Technology (N=50).

Statistical sample size

Sampling refers to selection of some people, events and objects from a defined population as representative of that population. The first step in sampling process if defining desired population and the purpose if a kind of sampling, so that all members of population can have equal chance to be selected (Moghimi Dehkordi, 2011). To determine least sample size, the desired sample was equal to 44 people based on Morgan table and 43 questionnaires were answered by the respondents.

Sampling method

In this study, as statistical population only consists of employees of Tehran University of Applied Science and Technology and there is no significant difference between types of their job in view of author in this study, simple random sampling has been used for sampling purpose. Using this method can lead to preservation of equal chance for each member of statistical population in the selection as a part of statistical sample to prevent differentiation in sampling and increase its reliability and accuracy.

Measurement instrument

Measurement instruments are instruments, by which the author can collect, record and quantitate required data. Types of data collection instruments include questionnaire, observation and interview. In this study, questionnaire was used for collection of target population responses. Questionnaire is collection of written questions set about variables of a research question filled out in person or indirectly by the respondents. In this study, questionnaire was measured using nominal and sequential scales. Measurement scales are units used to measure qualities in data collection instruments (Hafeznia, 1994).

At the present study, researcher-made questionnaire was used with closed items to collect the opinions of educational and administrative employees of Tehran University of Applied Science and Technology.

Specialized items: these items include 2 questionnaires. One questionnaire is participation in decision making containing 10 items and incudes subscales of difference in opinion, participation in decision making and satisfaction and the second questionnaire contains 20 items on resistance to change.

Table 1: questionnaire structure

Title	Subscales	Number of items	Scale	Response type

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Resistance to change	-	20 items	Sequential	5-point Likert scale
Participation in decision making	Difference in opinion	10 items		
	Participation in decision making			
	Satisfaction			

Validity and reliability of research instrument

One of the most underlying aspects of any research is fitness of measurement instrument. This is because; the required data for analysis of final results can be obtained by measurement instrument. Measurement instrument should have high validity and reliability, so that the author can collect the data fit to research and test the desired hypotheses through the results and answer research questions. Standard measurement instrument has usually high validity and reliability (Hafeznia, 2004). Measurement instrument in this study is questionnaire. To measure fitness of measurement instrument, two components of validity and reliability should be measured to confirm accuracy of the instrument.

Validity of the questionnaire

In this study, to make sure of the method, face validity was used. To this end, the questionnaire was distributed among the respected advisors and several experts and they were surveyed on each item and in regard with evaluation of relevant goal and the questionnaire was confirmed with partial corrections.

Reliability of the questionnaire

Reliability refers to precision, stability or replication of test results. To measure reliability, the instrument used in this study is Cronbach's alpha as one of the most important and common methods. Cronbach's alpha can be used as follows (Momeni, 2010):

$$r_{\alpha} = \left(\frac{k}{k-1}\right)\left(1-\frac{\sum S_j^2}{S^2}\right)$$

Where; r_{α} refers to total reliability of test; k refers to number of test items; S_j^2 refers to variance of scores of item j and σ^2 refers to total variance of test items. The instrument with Cronbach's alpha higher than minimum level suggested by Nunnally (1987) (0.7) shows good reliability. In this study, SPSS and Cronbach's alpha was used to estimate reliability of questionnaire. As the estimation is higher than minimum level of 0.7, it could be found that applied questionnaires have high reliability.

Data analysis methods

For purpose of analysis of research data, descriptive and inferential statistics have been used. In descriptive statistics, frequency distribution tables, central indices (mean value) and scatter indices (SD)

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were used and relevant diagrams were also drawn. To test research hypotheses, Kolmogorov-Smirnov test was firstly used to test normality of data distribution. According to normal distribution of data, Pearson correlation coefficient (parametric) was used. If data distribution is abnormal, Spearman correlation method can be used (nonparametric) and relevant software could be SPSS-16.

Inferential statistics

In this section, for purpose of data analysis, the main focus in on using inferential statistics, inferential statistics specify that whether the patterns described in sample can be applied on the original population or not. More accurately, inferential statistics enable inference of demographic information based on sample specifications. In this section, to test the correlation of participation rate in decision making and employee resistance to change in Tehran University of Applied Science and Technology, Pearson correlation method was applied.

Kolmogorov-Smirnov test

As one of the assumptions is using correlation test for distribution of variables, K-S test was used and the results are presented in table 2. While testing normality of the data, h0 based on normal data distribution was tested at the error level of 5%. Therefore, if sig level of test is equal to 5%, there would be no reason to reject H0 based on normal data distribution.

Table 2: results of testing normality of observations

Variable	Sig	K-S test	Result
Predicting variable			
Difference in opinion	0.138	1.156	Normal
Participation in decision making	0.103	1.217	Normal
Satisfaction	0.05	1.361	Normal
Criterion variable			
Resistance to change	0.111	1.203	Normal

According to significance levels obtained in table higher than 5%, it could be found that variables of difference in opinion, participation in decision making, satisfaction and resistance to change showed normal distribution at the level of 5%. Hence, research hypotheses can be tested using Pearson correlation test.

Main hypothesis

- There is significant correlation between participation in decision making and employee resistance to change.

H0: There is no significant correlation between participation in decision making and employee resistance to change.

H1: There is no significant correlation between participation in decision making and employee resistance to change.

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In order to test the correlation between participation rate in decision making and employee resistance to change, Pearson correlation method was used and the results are presented in table 3.

Tale 3: the correlation between participation rate in decision making and employee resistance to change

Predicting variable	Criterion variable	Correlation coefficient	Sig
Participation in decision making	Employee resistance	-0.189	0.070

According to obtained significance level from Pearson correlation coefficient (>0.05), it could be mentioned that there is no significant correlation statistically between participation in decision making and employee resistance to change ($p<0.05$).

Secondary hypotheses

- Hypothesis 1: there is significant correlation between difference in opinion and employee resistance to change.

H0: there is no significant correlation between difference in opinion and employee resistance to change.
H1: there is significant correlation between difference in opinion and employee resistance to change.
In order to test correlation between difference in opinion and employee resistance to change, Pearson correlation test was used and the results are presented in table 4.

Table 4: correlation between difference in opinion and employee resistance to change

Predicting variable	Criterion variable	Correlation coefficient	Sig
Difference in opinion	Employee resistance	-0.332	0.002

According to sig level obtained from Pearson correlation test lower than 0.05, it could be mentioned that there is significant and negative correlation between difference in opinion and employee resistance to change ($p<0.05$).

- Hypothesis 2: there is significant correlation between participation in decision making and employee resistance to change.

H0: there is no significant correlation between participation in decision making and employee resistance to change.
H1: there is significant correlation between participation in decision making and employee resistance to change.

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In order to test correlation between participation in decision making and employee resistance to change, Pearson correlation test was used and the results are presented in table 5.

Table 5: correlation between participation in decision making and employee resistance to change

Predicting variable	Criterion variable	Correlation coefficient	Sig
participation in decision making	Employee resistance	-0.189	0.070

According to sig level obtained from Pearson correlation test higher than 0.05, it could be mentioned that there is no significant correlation between participation in decision making and employee resistance to change ($p<0.05$).

- Hypothesis 3: there is significant correlation between satisfaction and employee resistance to change.

H0: there is no significant correlation between satisfaction and employee resistance to change.
H1: there is significant correlation between satisfaction and employee resistance to change.
In order to test correlation between satisfaction and employee resistance to change, Pearson correlation test was used and the results are presented in table 6.

Table 6: correlation between satisfaction and employee resistance to change

Predicting variable	Criterion variable	Correlation coefficient	Sig
Satisfaction	Employee resistance	-0.110	0.297

According to sig level obtained from Pearson correlation test higher than 0.05, it could be mentioned that there is no significant correlation between satisfaction and employee resistance to change ($p<0.05$).

Results of testing hypotheses
In this section, analytical results of research hypotheses are reported separately:

Research hypotheses:
Main hypothesis: There is significant correlation between participation in decision making and employee resistance to change.
The results obtained from this study showed that there is no significant correlation between participation rate in decision making and employee resistance to change ($p<0.01$). The result is in consistence with findings of Shahlayi (2014), Asefi et al (2009) and Sadeghi (2001).
Resistance to change is a psychological phenomenon showing innate tendency of individuals to accept change. Resistance to change is one of the specifications of change, so that if personal interest of individuals is threatened with the change, the change can encounter resistance. The phenomenon is not necessarily resistance to change itself, but also it is mostly resistance to lose valuable things during the change process. Change is difficult and threatening and hence, people tend to remain in their previous

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status. Generally, people who take effort to defend their independence show resistance against those with ability to control their measures. There are many causes for resistance of organizational members to change. When employees feel that they have no power to affect future of organization, their action and reaction to change can be increased. In other words, resistance is any kind of behavior or direction trying to maintain current status and can express main aspects, which have not been considered accurately in change process. Resistance to change can be interpreted as continence to change, so that it can probably be changed into source of conflict within organization. The resistance may be caused by individual and group factors such as personality traits, group integration, social norms, participation in decision making and organizational factors such as threats caused by unknown factors, challenges to preserve existing status, workload conditions and this can be different among different societies.

Secondary hypothesis: there is significant correlation between difference in opinion and employee resistance to change.

The results obtained from this study showed that there is significant correlation between difference in opinion and employee resistance to change ($p<0.01$). This result can be interpreted in this way that employee with different opinion can't have consensus on necessity of changes and the results of the present study can be in consistence with this result. This result is in consistence with findings of Gholubi (2013), Pardakhtchi (2001) and Sadrieh Khajoo (1996).

Employees of current and future organizations should not only be adaptable against variable environment, but also they should have the ability to detect problems and use change plans. Acceptance of any kind of change within the organization may not be desirable for managers; although encountering most of the changes is unavoidable and the people and organizations should attempt to be adapted to changes and can take maximum use of provided opportunities. Criticizing resistance can't be helpful, since it ignores functional value of resistance. Those employees, who consider resistance as a negative and disrupting phenomenon, believe that resistance can increase required effort to take affairs and believe that it is a barrier to advancement and can be only in service of invaluable interests of resisting members.

Before 1970s, leaders and employees used to pay not enough attention to out-organization environment. The only important issue for them was to take a portion of market. During 1970s, environmental forces such as technology deregulation and innovation made severe changes for many organizations and industries. In late 1970s, the domain of changes was extended. Concentration on changing organization was continued in middle of 1980s and early 1990 with rebellion of reengineering. The movement is today continuing its way with behavioral movement of ICT, resource planning and searching to find a solution to take benefit of change for the organization. Also, it is necessary to take some measures in this field and this is depended on recognition of factors affecting employee resistance.

There is significant correlation between participation in decision making and employee resistance to change.

The results of the study showed that there is no significant correlation between participation in decision making and employee resistance to change ($p<0.01$). This result was in consistence with findings of Shahlayi (2014).

Human capital is the rarest and the most expensive capital for any organization and the managers of authorities of organizations today hope that they can meet the organizational challenges and shortcomings in best way. In this regard, the most efficient solution to overcome organizational problems can be enhancement of efficiency and empowerment of employees through educational plans. In this field,

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activation and creation of enthusiasm for working can be driving motor for working and construction and this is something beyond ability and is also more important than it.

Therefore, change is only permanent element in life and business. Some factors always force people to optimize their performance within the organization, so that the organization can show good response to change. One of the most important challenges for organizations in this field can be barriers to change and management of the barriers. If needed prerequisites are not considered in change process, the change process encounters obstacle and this can make it slowed down or failed. Perception of resistance and efficient management of that can be important factors in system success; although there is no consensus on explanation of a successful executive solution to remove change barriers, especially employee resistance. However, through prediction of resistance and perception of change process of organizational planning, one can prevent resistance previously to high extent in benefit of organization. Undoubtedly, resistance to change is a key issue in change management and should be analyzed seriously.

There is significant correlation between satisfaction and employee resistance to change.

The results obtained from this study showed that there is no significant correlation between satisfaction and employee resistance to change ($p<0.01$). This result is in consistence with findings of Shahlayi (2014) and Pardakhtchi (2001).

Job satisfaction is a series of emotions and beliefs of people on their current jobs. Job satisfaction is one of the most underlying issues in job success. The factor can enhance efficiency and sense of personal satisfaction. Improvement of performance and advancement of economic firms and companies is directly and significantly depended on the role play and function of employees. Job satisfaction is one of the main factors affecting job and employee and can affect some dimensions of working processes, with measurement of which human resource management process can be promoted efficiently and effectively.

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