

ORGANIZATIONAL CULTURE DIMENSIONS AND ITS IMPACT ON THE SUCCESS OF ORGANIZATIONAL CHANGE PROGRAMS (THE JORDANIAN BANKS)

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Abstract:

The study aimed to recognize the impacts of the organizational culture dimensions on the success of organizational programs in the Jordanian banks, via a questionnaire that targeted the views of management administrators of the Jordanian banks centers and branches in the city of Amman. The study population included 278 administrators from eleven banks, with 65 administrators taken as study sample. The study concluded that the banks had been conducting change programs, and that there is a firm and strong organizational culture that is expressed its identity. The study also showed that there an impact with statistical significance of the organizational culture dimensions on the organizational change programs success with various degrees in the Jordanian banks. In the light of previous results, the study recommends that the workers be included as partners in the change programs, developing innovation supporting systems , improving the work environment and personnel respect, promoting competition culture, stimulating the personnel, developing communication systems, and increasing interest in the social capital.

Keywords: Culture, Organizational Culture, Organizational Change, Jordanian Banks

1. Introduction:

The study of the organizational culture concept is one of the vital fields of study of organizational activities. The organizational culture concept is one the most eminent methodologies of change and development management. Generally, the organizational culture provides the framework of illustrating the characterizing special work manner of the organization. The organizational culture plays a big role in making success for the change programs through instructing workers, enhancing their morale, and raising their awareness of the importance of their role in organizations decision making and future planning.

2. Study problem:

organizational change includes the organization's capacity of adaptation with the requirements of its environment's external and internal, and considered a part of the organization's life and future, and underpins the organization's growth and ability to survive and dealing with ambient environment forces. The change programs in the Jordanian banks suffer from problems that hinder achieving their goals and lack of workers response to change. This study researches the impact of the organizational dimensions on the success of change programs in those banks.

3. Study Hypotheses:

The study is based on four principal hypotheses, on the following manner:

- There is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (innovation) and the success of the organizational change programs in the Jordanian banks.

- There is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (personnel respect and appreciation) and the success of the organizational change programs in the Jordanian banks.
- There is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (trust) and the success of the organizational change programs in the Jordanian banks.
- There is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (teamwork, workgroups) and the success of the organizational change programs in the Jordanian banks.

4. The Literature:

In a climate of continuous change, organizations must constantly adapt to survive even while unceasing demands to adapt can create change fatigue and resistance among personnel (Torppa & Smith), and vibrant environments recognized by technical, economic and political change increasingly requires company agility among organizations (Naeem et al, 2013). In modern age, where both competition and globalization are vastly booming, the ability of organizations to manage and survive change has become very important in business environment (Cao and McHugh, 2005). Organizations should successfully address immediate challenges in order to survive in a climate of continuous change (Frahm & Brown, 2007) and develop the appropriate capacity to address future unexpected changes and opportunities (Clampitt, Williams, & DeKoch, 2002). Organizations must also be ready for new opportunities, be challenging to the perceived boundaries and make change an acceptable part of their culture. Stated that change could be described as everything from re engineering, right measurement, reorientation to social change, and companies have many confirmed and legitimate factors of why they are willing to spend a huge deal of attempt (money, time, source etc.) (Naeem et al, 2013). They also stated, "Business change means the renovating of company procedures, the improvement of the business's products and or services, and company changes to company structure and or culture considered indispensable for better performance". While there is a wide range of change management concepts existing, there are a few features that are globally important to the execution of every change (Naeem et al, 2013).

It is important to determine the level that each attribute will affect the change process for each change these personal features must be mixed and analyzed before identifying the best method of change for your personal situation (Naeem et al, 2013). Through the mid 20th century, there had been wide number of systematic approaches to make theories of organizational change applicable to the analysis of human organizations (Byeon, 2005). Lewin's stage model of unfreezing, moving, and refreezing forms the typical frame for all the theories of planned organizational change (Torppa & Smith, 2011). The theories have been criticized for implementing an approach of continuous change series that would result in fatigue, apathy, or even opposition to change efforts (Armenakis, Harris, & Feild, 1999; Frahm & Brown, 2007; Wanous et al., 2000). (Oatey, 2012) stated that: "culture is a notoriously difficult term to define. In 1952, the American anthropologists, Kroeber and Kluckhohn, critically reviewed concepts and definitions of culture, and compiled a list of 164 different definitions". Apte (1994: 2001), expressing the dilemma of defining culture, wrote: 'Despite a century of efforts to define culture adequately, there was in the early 1990s no agreement among anthropologists regarding its nature'. According to Adekola & Sergi, "Culture is everything that people have, think, and do as members of their society. The three verbs in this definition (have, think, and do) can help to identify the three major structural components of culture" (Adekola & Sergi 2007). One the most comprehensive and interesting definition of culture is Charles Hampden Turner definition in his book, *Creating Corporate Culture: from Discord to Harmony* (1992): Culture comes from within people and is put together by them to reward the capacities that they have in common. Culture gives continuity and identity to the group. It balances contrasting contributions and operates as a self steering system that learns from feedbacks. It works as a pattern of information and can greatly facilitate the exchange of understanding. The

values within a culture are more or less harmonious (Hampden-Turner, 1992). Ferraro, divides Culture in to the followings elements: (1) possessions or material objects,(2) ideas, values, and attitudes, and (3) normative or expected patterns of behavior, such as consumption (Ferraro, 1994).Organizational culture a popular but also a very complex concept has been identified as an influential factor affecting the successes and failures of organizational change efforts. Many empirical organizational culture studies have been carried out in information systems (IS) research. However, culture is a very versatile concept, and there are many controversies in both defining and applying it (Iivari, 2005). Organizational culture can be considered as the basis for administration, as each organization has its own set of rules, values and behaviors that must be perpetuated by employees. Cultures provide the type of organization that will enter the market, its role and image. Their study allows the identification of factors that influence the decisions and policies within and outside the organization, establishing links with its customers from the language developed by managers (Lopes et al, 2010). A study of the literary works on company change management shows several pre-requisites for efficiently applying company change such as complying with organization goals, worker and division contribution in the change procedure, customer feedback, and reasonably management ling high risk with cost benefit research, tracking progress, and interaction regarding the change process (Naeem et al, 2013). Organizations remain competitive when they support and implement continuous and transformational change (Cohen, 1999).

Organizational culture has been conceived either as a variable or as a root metaphor for conceptualizing organization. The studies can be divided into two areas; organizations have been regarded as cultures ('is' approach) or having a culture ('has' approach). In the latter culture is a feature belonging to an organization (Iivari,2005). Efforts to determine culture are not only numerous but differ considerably, making different ideas about what exactly it is Edgar Schein (2004). According to (Naeem.et.al, 2013)" Culture is a subjective idea used across several educational and public areas with changing contextual symbolism. The fast increase in interest to the subject obtained essential arguments about what culture is and how it should be analyzed" , while (Denison & Mishra,) believe that culture can be addressed as an integral part of the adaptation process of organizations and that specific culture traits may be useful predictors of performance and effectiveness. To (Cameron & Quinn, 2011), culture makes public order, a continual, and a combined identification that produces dedication to guidelines about how we do things and how to get the job done within companies. Culture is subject to development and change over a period of time because of the learning going on within the organization. This change is normally incremental and evolutionary and is affected by both external and internal environmental factors. The importance is in understanding the assumptions that leaders, managers, and employees have brought with them and determining how these assumptions have had an impact on the development of the present culture. It is also important to determine the actual experience from people within the organization in their adapting to the internal and external environments(Harlow et al , 1994).Organizational development depends on analysis and identification of the factors that conclude the effectiveness of the organization (Shahzad, Luqman, Khan, and Shabbir). The evolution of the organization to how it exists now may give insight to the culture. Conflicts between leaders, union, and management as well as changes in organizational philosophy will all have an effect on the people within the organization. The researcher must determine how the organization is designed and structured for its decision-making and communications flow. It is also important to determine how the organization responds to crises and other critical events and what has been learned from these experiences (Harlow te al , 1994).Organizational culture (OC) can be construed to cover almost everything in an organization: basic assumptions and beliefs, values, models of behavior, rituals, practices, symbols, heroes, artefacts, and technology (Gagliardi 1986; Hofstede et al. 1990; Schein 1985).

5. Study Hypotheses Test:

First hypothesis: there is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (innovation) and the success of the organizational change programs in the Jordanian banks.

Table no.1: Simple Regression Analysis results of the test of the independent variable "organizational culture dimensions (innovation) impact on the success of the organizational change programs in the Jordanian banks.

Independent variable	dependent variable	B	Determination coefficient R^2	Beta	Calculated T value	T Significance level
innovation	success of the organizational change programs in the Jordanian banks	0.123	0.098	0.297	*4.908	00.000

* Statistical significance at level ($\alpha < 0.05$), T tabled value at significance level ($\alpha < 0.05$) = 2.326

The statistical data in table no.1 indicates that there is an impact of the independent variable (innovation) on the dependent (success of the organizational change programs).This is inferred by the beta coefficients values and the calculated T value of 4.908 (which is greater than the tabled T value at significance level ($\alpha < 0.05$)). It is also inferred by the fact that the value of the independent variable in this model interprets the (9.8%) of the change in the success of the organizational change programs in the Jordanian banks. Consequently, the null hypothesis must be rejected, and the alternative hypothesis which states that there is an impact with statistical significance at level ($\alpha < 0.05$) of the organizational culture dimensions (innovation) on the success of the organizational change programs in the Jordanian banks be accepted.

Second hypothesis: there is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (personnel respect and appreciation) and the success of the organizational change programs in the Jordanian banks.

Table no.2: Simple Regression Analysis results of the test of the independent variable "organizational culture dimensions (personnel respect and appreciation) impact on the success of the organizational change programs in the Jordanian banks.

Independent Variable	Dependent variable	B	Coefficient of Determination R^2	Beta	Calculated T value	T Significance level
personnel respect and appreciation	success of the organizational change programs in the Jordanian banks	0.339	0.354	0.392	11.434*	0

* Statistical significance at level ($\alpha < 0.05$), T tabled value at significance level ($\alpha < 0.05$) = 2.326

The statistical data indicate in table no.2 that there is an impact of the independent variable (Personnel respect and appreciation) on the dependent (success of the organizational change programs). This is inferred by the beta coefficients values and the calculated T value of 11.434(which is greater than the tabled T value at significance level ($\alpha < 0.05$)). It is also inferred by the fact that the independent variable in this model interprets the (39.2 %) of the change in the success of the organizational change programs in the Jordanian banks. Consequently, the null hypothesis must be rejected and the alternative hypothesis which states that there is an impact with statistical significance at level ($\alpha < 0.05$) of the organizational culture dimensions (personnel respect and appreciation) on the success of the organizational change programs in the Jordanian banks must be accepted.

Third hypothesis: there is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (trust) and the success of the organizational change programs in the Jordanian banks.

Table no.3: Simple Regression Analysis results of the test of the independent variable "organizational culture dimensions (trust) impact on the success of the organizational change programs in the Jordanian banks.

independent variable	dependent variable	B	Coefficient of determination R^2	Beta	Calculated T value	T Significance level
Trust	success of the organizational change programs in the Jordanian banks	0.131	0.077	0.28	9.691*	0

* Statistical significance at level ($\alpha < 0.05$), T tabled value at significance level ($\alpha < 0.05$) = 2.326

Results of the simple regression (summed in table 3) indicate that T value is 9.691, which is larger than the tabled T value. Therefore, null hypothesis is rejected, and the alternative hypothesis which states that there an impact of the independent variable (trust) on the dependent variable is accepted.

Four hypothesis: there is no impact with statistical significance at level ($\alpha < 0.05$) between the organizational culture dimensions (teamwork, workgroups) and the success of the organizational change programs in the Jordanian banks.

Table no.4: Simple Regression Analysis results of the test of the independent variable "organizational culture dimensions (teamwork, workgroups) impact on the success of the organizational change programs in the Jordanian banks.

independent variable	dependent variable	B	Coefficient of determination R^2	Beta	Calculated T value	T Significance level
Teamwork, workgroups	success of the organizational change programs in the Jordanian banks	0.2	0.195	0.4	8.093*	0

* Statistical significance at level ($\alpha < 0.05$), T tabled value at significance level ($\alpha < 0.05$) = 2.326

Results of the simple regression (summed in table 4) indicate in that T value is 8.093, ($\alpha = 0.00$) which is larger than the tabled T value. Therefore, null hypothesis is rejected, and the alternative hypothesis which states that there an impact of the independent variable (teamwork, workgroups) on the dependent variable.

6. Study results:

The study showed that there are programs of organizational change conducted by the tested banks, and that the organizational culture is firm and strong within those organizations. It also showed that there is an impact with statistical significance of the organizational culture dimensions on the success of the organizational change programs in the Jordanian banks, with various degrees.

7. Recommendations:

In the light of the previous results, the study recommends the following: the workers must be included to participate as partners in the change programs, developing innovation supporting systems, improving the work environment and personnel respect, promoting competition culture, stimulating the personnel, developing communication systems, and increasing interest in the social capital.

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