Studying Impact of Resistance to Change and Effective Organizational Relationships on Work Motivation

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ABSTRACT

The aim of this research is studying impact of resistance to change and effective organizational relationships on work motivation of staff of tax administration of Ardebil province. To realize the said aim, this research was conducted in an applied way, using descriptive and correlational method; the data were gathered through field method. Statistical population of this research, including the entire staff of Tax Administration of Ardebil province, was 550 persons. Morgan Table was used to determine sample size; sample size was 225 persons who were chosen through relative random sampling (taking into account number of staff in each town) and finally, 216 perfect questionnaires were analyzed. To gather the required data, "Resistance to Change" questionnaire (Bovey & Hede, 2001), "Work Motivation" questionnaire (Hackman & Oldham), and "Effective Organizational Relationships" questionnaire (Susman & Chrinos) were used. The gathered data were analyzed using SPSS software, ver.22, and hypotheses were analyzed using simple and multiple regression equations. "Resistance to Change" has a significant negative impact on "Work Motivation" and beta coefficient shows that "Resistance to Change" (-0.89) predicts changes of "Work Motivation" of staff. Also, "Effective Organizational Relationships" has a significant positive impact on "Work Motivation" of staff. Also, beta coefficient shows that "Effective Organizational Relationships" (0.66) predicts changes of "Work Motivation" of staff.

Keywords: Resistance to Change, Effective Organizational Relationships, Work Motivation

Introduction

Staff who work in organizations like tax administration, should encounter with a great number of taxpayers and clients; so, to have a better work performance and provide better services, they should have a good work motivation. Thus, work motivation was considered the main and dependent variable of this research. Motivation is a psychological state or mood that forces one's behavior towards a goal or goals, activates it and leads it; therefore, motivation is not observable directly. Sometimes motivations are described as subjective demands, intentions or stimulus of the person. Motivation is considered reason of behavior and a single goal is able to satisfy different motivations. Tasks of an organization will not be effectively performed if the staff of that organization are not motivated enough to realize them, even if the said tasks are designed in a detailed and careful way. Motivations may be quite subjective, but mostly a director should use some objective motivations to motivate the staff. Demands of the staff usually are satisfied through paying wages and rewards, but they have spiritual demands too and should not be ignored in a workplace (Eskandarzadeh, 2003). Some people demand bonding intensely; they will be successful if they work with others, as a member of a group, or if they have jobs that require collective skills to be able to communicate. (jobs like public relations, consultation and arbitration) Ultimately, people who demand authority intensely, should be assigned at jobs that satisfy their demand of being a director or a responsible person. In fact, researches show that most of successful directors demand authority more than others; the reason probably is that their job is in the field of directing other people's activities. (Arshadi, Shokrkon, & Yailagh, 2008)

On the other hand, it should be mentioned that in organizations like tax administration, some changes should be applied to promote productivity and performance of the staff and to convert the present state to the ideal one. Change means altering place of something. In an organization, change means altering the present state and creating a different one. Resistance of the staff and directors of an organization to change of activities of that organization is called "Resistance to Change"; this kind of resistance is realized to avoid available agitation of organization, to avoid ambiguity and to return to the past work style. (Ledez, 2008)

Change is not a simple process; unlearning current and ordinary patterns may cause anxiety. Change process means transforming an organization and a way to understand new process of organization. Although change becomes necessary for growing and advancing organizations in the present and future environments, but an effective change doesn't realize simply. Role of director or leader, as facilitator of change is necessary to lead to a better organizational performance. Hypotheses of change process are patterns for identifying the problem and taking actions to solve it. Ignoring any of stages and or making mistakes through accomplishing them leads to process failure. (Lekganyane, 2016)

The second independent variable which may affect work motivation of the staff, is "Effective Organizational Relationships". Good communication is necessary for coordinating financial and human elements of an organization as an effective network. Organizational communication is a form of interpersonal communication in which communication controls work relationships of the staff in an organization. (Alizadeh Savadkouhi & Eslami, 2012)

In fact, it should be mentioned that organizational relationships should be effective to establish an effective management in an organization. In fact, an effective communication is considered foundation of modern organizations. Effective communication means receiving contents of a message, verbal of non-verbal, by the receiver of message or the destination; in a way that the receiver of message should interpret it as the sender intends; so, expectation of the sender and reaction of the receiver should comply. (Mazrouei et al., 2009)

Finally, it should be mentioned that the main motivation of conducting this research is identifying the impact of "Resistance to Change" of the staff of tax administration of Ardebil province, on their work motivation, in a converse manner. In other words, the staff resist against organizational changes to avoid its probable results: confusion and anxiety; unaware that the said resistance hinders their work motivation. On the other hand, after specifying impact of organizational relationships of work motivation, there should be useful suggestions for improving work motivation of the staff of this organization. Therefore, the aim of this research is answering this question: What's the impact of "Resistance to Change" and "Effective Organizational Relationships" on work motivation of the staff of tax administration of Ardebil province?

The main hypotheses:

1- "Resistance to Change" has a significant negative impact on work motivation of the staff.
2- "Effective Organizational Relationships" has a significant positive impact on work motivation of the staff.

The subsidiary hypotheses:

1-1- Anxiety and agitation has a significant negative impact on work motivation of the staff.
1-2- Avoiding ambiguity has a significant negative impact on work motivation of the staff.
1-3- Retrospection has a significant negative impact on work motivation of the staff.
1-4- Negative thoughts have a significant negative impact on work motivation of the staff.
1-5- Pessimism has a significant negative impact on work motivation of the staff.
1-6- Excessive self-satisfaction has a significant negative impact on work motivation of the staff.
2-1- Communication with subordinates has a significant positive impact on work motivation of the staff.
2-2- Communication with superordinate has a significant positive impact on work motivation of the staff.
2-3- Communication with workmates has a significant positive impact on work motivation of the staff.

Method

Regarding the aim, this research is an applied one and is conducted in the descriptive and correlational method; the data are gathered in the field method.

Statistical Population, Sample Size and Sampling Method

Statistical population of this research included the entire staff of tax administration of Ardebil province, 550 persons. Morgan Table was used for determining sample size. Statistical sample size was 225 persons who were chosen in a relative random sampling method (taking into account number of the staff in each town); finally, 216 perfect questionnaires were analyzed.

Method and Tools for Gathering Data

The required data for this research were gathered in field method, through meeting the staff of tax administration of Ardebil province. In order to gather the required data, "Resistance to Change" questionnaire (Wayne H. Bovey, Andy Hede), "Work Motivation" questionnaire (Hackman & Oldham), and "Effective Organizational Relationships" questionnaire (Susman & Chrinos) (1979, quoted by Habibpour, 2013) were used.

Validity and Stability of Questionnaire

Content validation was used to measure validity of questionnaire; in a way that, the questionnaires were submitted to the supervising professor to be reviewed whether the questionnaires are proper tools for measuring variables or not; the supervising professor approved them. Cronbach's alpha coefficient was used to measure stability coefficient of questionnaires. At the first stage, 30 persons were chosen as the initial sample; Cronbach's alpha coefficient was calculated; taking into account high stability of questionnaires, questionnaires were distributed. At the final stage, Cronbach's alpha was calculated for 216 questionnaires. Results of calculating Cronbach's alpha coefficient are as follows*:*

Table 1. *Stability coefficient of questions of each variable*

variable	Number of questions	Cronbach's alpha coefficient	Average	Standard deviation
Work motivation	15	0.79	2.66	0.70
Effective relationships	45	0.88	2.92	0.81
Resistance to change	20	0.76	2.74	0.84

Method of Data Analysis

After gathering data and data entry, the data were analyzed using SPSS software. Data are provided in two parts: descriptive statistics and inferential statistics. In the part of descriptive statistics, descriptive methods, including measures of central tendency, dispersion and frequency, were applied to classify the data and demonstrating them through frequency tables and diagram. In the part of inferential statistics, normality of data distribution was tested using Kolmogorov-Smirnov test; considering normality, Simple and multiple regression equations were used to analyzing the hypotheses.

Findings

According to research results, 64.8% of the respondents were male and 35.2% of them were female. Also, 11.1% of the respondents were younger than 30 years old (the least frequency); 39.4% of them were between 30 and 40 years old (the most frequency). Regarding the studied variables,

results showed that 1.9% of the respondents had Ph.D. (the least frequency) and 53.2% of them had master degree (the most frequency). Also, 8.3% of the respondents had more than 20 years of service (the least frequency) and 42.6% of them had less than 5 years of service (the most frequency).

Table 2. *Results of simple regression equation of impact of resistance to change on work motivation of the staff*

The predictor variable	Non-standard coefficients		Standard coefficients	T	P
	B	SE	BETA		
Constant amounts	1.427	0.082		17.494	0.000
Resistance to change	-0.575	0.020	-0.89	-28.493	0.000

According to the results of Table 2, considering the significance level of the test error for confidence level of 0.95, we may claim that the first main hypothesis is approved and "resistance to Change" has a significant negative impact on work motivation. Also, beta coefficient shows that "Resistance to Change" (-0.89) predicts changes of work motivation of the staff.

Table 3. *Results of simple regression equations of impact of "Effective Organization Relationships" on work motivation of the staff*

The predictor variable	Non-standard coefficients		Standard coefficients	T	P
	B	SE	BETA		
Constant amounts	1.261	0.190		6.628	0.000
Effective Organizational Relationships	0.702	0.054	0.661	12.890	0.000

According to results of Table 3, considering the significance level of the test error for confidence level of 0.95, we may claim that the second main hypothesis is approved and "Effective Organizational Relationships" has a significant positive impact on work motivation of the staff. Also, beta coefficient shows that "Effective Organizational Relationships" (0.66) predicts work motivation of the staff.

Table 4. *Results of multi-variable regression of impact of dimensions of "Resistance to Change" on work motivation of the staff*

The predictor variable	Non-standard coefficients		Standard coefficients	T	P
	B	SE	BETA		
Constant amounts	0.150	0.055		2.746	0.000
Anxiety and agitation	-0.214	0.008	-0.270	-3.785	0.000
Avoiding ambiguity	-0.394	0.009	-0.426	-5.035	0.000
Aggression	-0.372	0.009	-0.406	-5.256	0.000
Negative thoughts	-0.274	0.006	-0.336	-3.913	0.000
Pessimism	-0.488	0.016	-0.512	-6.564	0.000
Excessive self-satisfaction	-0.359	0.025	-0.391	-4.031	0.000

According to results of Table 4, considering the significance level of the test error for confidence level of 0.95, we may claim that hypotheses 1-1, 1-2, 1-3, 1-4, 1-5 and 1-6 is approved; anxiety and agitation, avoiding ambiguity, negative thoughts, pessimism and excessive self-satisfaction have a

significance negative impact on work motivation of the staff. Also, beta coefficient shows that anxiety and agitation (-0.27), avoiding ambiguity (-0.42), aggression (-0.40), negative thoughts (-0.33), pessimism (-0.51) and excessive self-satisfaction (-0.39) predict changes of work motivation of the staff.

Table 5. *Results of multi-variable regression of impact of dimensions of "Effective Organizational Relationships" on work motivation of the staff*

The predictor variable	Non-standard coefficients		Standard coefficients	T	P
	B	SE	BETA		
Constant amounts	1.251	0.200		6.272	0.000
Communication with subordinates	0.211	0.039	0.326	5.440	0.000
Communication with superordinate	0.222	0.045	0.292	4.881	0.000
Communication with workmates	0.271	0.037	0.381	7.285	0.000

According to results of Table 5, considering the significance level of the test error for confidence level of 0.95, we may claim that hypotheses 1-2, 2-2 and 3-2 are approved; Communication with subordinates, communication with superordinate and communication with workmates have a significant positive impact on work motivation of the staff. Also, beta coefficient shows that communication with subordinates (0.32), communication with superordinate (0.29) and communication with workmates (0.38) predict changes of work motivation of the staff.

Conclusion

According to results of the research, the first main hypothesis is approved and "resistance to Change" has a significant negative impact on work motivation of the staff. Also, beta coefficient shows that 'Resistance to Change" (-0.89) predicts changes of work motivation of the staff.

In other words, in case of 1 unit increment of "Resistance to Change" among the staff of tax administration of Ardebil province, rate of work motivation decreases 0.89, showing the reverse and strong impact of "Resistance to Change" on work motivation of the staff of tax administration of Ardebil province.

Regarding subsidiary hypotheses of the first main hypothesis, results show that hypotheses 1-1, 1-2, 1-3, 1-4, 1-5 and 1-6 are approved; anxiety and agitation, avoiding ambiguity, aggression, negative thoughts, pessimism and excessive self-satisfaction have a significant negative impact on work motivation of the staff. Also, beta coefficient shows that anxiety and agitation (-0.27), avoiding ambiguity (-0.42), aggression (-0.40), negative thoughts (-0.33), pessimism (-0.51) and excessive self-satisfaction (-0.39) predict work motivation of the staff. Therefore, we may claim that the most impact relates to pessimism and the least impact relates to anxiety and agitation.

Results of the research regarding the first main hypothesis, comply with findings of researches: Asefi (2015), Azimi Khabbazan (2014), Salavati et al. (2013) and Parnet (2016).

Also, according to results of research, the second main hypothesis is approved and "Effective Organizational Relationships" has a significant positive impact on work motivation of the staff; beta coefficient shows that "Effective Organizational Relationships" (0,66) predict changes of work motivation on the staff. In other words, in case of 1 unit increment of "Effective Organizational Relationships" of the staff of tax administration of Ardebil province, rate of work motivation

increases 0.66, showing direct and above average impact of "Effective Organizational Relationships" on work motivation of the staff of tax administration of Ardebil province.

Regarding the subsidiary hypotheses of the second main hypothesis, results show that hypotheses 2-1, 2-2 and 2-3 are approved and communication with subordinates, communication with superordinate and communication with workmates have a significant positive impact on work motivation of the staff. Also, beta coefficient shows that communication with subordinates (0.32), communication with superordinate (0.29) and communication with workmates (0.38) predict changes of work motivations of the staff. Therefore, we may claim that the most impact relates to communication with workmates and the least impact relates to communication with superordinate. Organizational communication should be effective to affect the organization and its management and realize its key role. In fact, the effective communication is considered foundation of modern organizations. Effective communication means receiving message of the sender, verbal or non-verbal, by the receiver and interpreting it as the sender expects; in other words, expectations of the sender and the receiver should comply. Therefore, as explaining the second main hypothesis and its subsidiary hypotheses, we may claim that increment of "Effective Organizational Relationships" and its dimensions, including communication with subordinates, communication with superordinate and communication with workmates, increases work motivation among the staff.

Results of research regarding the second main hypothesis and its subsidiary hypotheses comply with results of researches of Pezeshknia & Yaghoubi (2016), Hoveyda et al. (2015), Moradi et al. (2015) and Kirkpatrick (2014).

Applied Suggestions of the Research

According to the results of the first hypothesis, we may claim that "resistance to Change" of the staff of tax administration of Ardebil province has a significant impact. Thus, emphasizing decrement of indicators of "Resistance to Change", the following items are suggested to increase work motivation of the staff of tax administration of Ardebil province:

- We suggest to directors of tax administration of Ardebil province to assign tasks based on professional capabilities and capacities to decrease anxiety and agitation of the staff in the workplace; this way, conditions are controlled and anxiety and agitation are prevented and generally, background of work motivation improvement is provided.
- Regarding "avoiding ambiguity", we suggest to directors to explain missions, aims and duties of the organization in a clear way, proper to work domain of each employee, to prevent task ambiguity of the staff.
- Directors of tax administration of Ardebil province may provide futuristic view to promote work motivation of the staff through programming, providing clear views and consulting with the staff in the management affairs, instead of retrospective view.

According to results of the second hypothesis, we may claim that "Effective Organizational relationships" has a significant impact on work motivation of the staff of tax administration of Ardebil province. Therefore, emphasizing indicators of "Effective Organizational Relationships",

the following items are suggested to improve work motivation of the staff of tax administration of Ardebil province:

- We recommend the directors of tax administration of Ardebil province to emphasize results of the meetings with the staff more and use their useful suggestions and recommendations to improve their work motivation.
- We suggest to the directors to consider courses of communication skills for the staff of tax administration of Ardebil province; this way, they will promote their communication skills through benefitting scholars of psychology.
- Promotion of communication skills of directors and the staff of tax administration of Ardebil province will lead to benefit from their maximum capabilities and improve their work motivation.
- Accurate evaluations should be performed to evaluate communication status of the staff of tax administration of Ardebil province to identify persons who have a better communication skills and better contribution with clients; the said persons should be rewarded.

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