

Impact of Resistance to Change and Organizational Structure on Employee Performance in Jordanians Banks: Case Study of Housing Bank for Trade and Finance

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Abstract

The study aimed to demonstrate the impact of resistance to change and organizational structure on employee performance. The study population consisted of all employees at the Housing Bank for Trade and Finance. The descriptive analytical approach was used to collect, classify, and analyze the data. The study sample size was 180 employees. A scale consisting of three axes was developed (resistance to change, organizational structure, employee performance). The results of the study showed a statistically significant positive impact of resistance to change on employee performance. The cognitive dimension had a significant positive impact, unlike the emotional and behavioral dimensions, which did not have a significant impact. The organizational structure also had a significant positive impact on employee performance. According to the study recommended a set of recommendations, including enhance employees' ability to adapt to changes. This can be achieved by providing training programmers' and workshops that aim to enhance employees' adaptability and change management skills, enabling them to deal effectively with changes in the work environment. Additionally, management should play a key role in enhancing employees' awareness of the organizational structure and clarifying how it affects their performance. This can also be achieved through orientation sessions and workshops on the bank's structure and its impact on daily work.

Keywords: Resistance to Change, Organizational Structure, Employee Performance, Behavioral, Affective, Cognitive, Mechanistic, Organic, Housing Bank for Trade and Finance.

INTRODUCTION

What is happening currently is an exceptional change that is affecting the whole world, namely, (COVID – 19) i.e. the Coronavirus pandemic. The response of countries and companies varies in terms of confronting and/or coping with such disease; in an attempt to contain and control the spread of the virus (Hopper, 2020). The fact that this circumstance was indeed extraordinary in terms of timing, the resistance of the employees and departments to the decisions related to confronting and laying down plans for this change was non-existent, since such pandemic is intolerable in the workplace, for it is a clear and direct threat to the health of employees, the resistance to change by the employees was consistent and in line with the policies and plans of the existing organizations and companies based on their flexible organizational structure adaptable to the changes in the surrounding environment, in order to control this disease (Smith, 2023).

However, this change (Covid-19) has unexpectedly affected the economy globally, ipso facto, has also affected the performance of companies and their staff and employees, leading sometimes to the collapse of some companies due to the lack of productivity of the employees, consequently, the inability to achieve the company's goals and profitability, which might lead to withdrawal from the market (Das et al., 2021).

Organizations and companies that can accept and adapt to changes occurring in their surrounding environment are highly likely to ensure their survival in the market. Nevertheless, adjusting to those changes urges organizations and companies to develop organizational structures compatible with these changes, in addition, developments externally and internally must be made in order to help them reduce resistance to change by employees, for the fact that, any change related to the company's internal system may affect employees in terms of their response to any given change. And since the degree of resistance of employees may differ from one

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individual to another based on their behavior, personality and demographic characteristics, managers play a big role in reducing resistance to change while maintaining or increasing employees' productivity (Cardoso Castro, 2019).

In light of technological developments, the information revolution, and the rapid direction of innovation and creativity in all areas and divisions of organizations to increase their capacity and keep pace with these developments, organizations must bring about the necessary changes to compete within the market and ensure their growth and achievement of their goals, though this type of information and technological revolution is a change per se which is basically a transition from the stage of the known to the unknown itself, for this, resistance to this change arises, and to mitigate it, the company must direct its employees and inform them of the benefits of this change, and that increasing their productivity and increasing the competitiveness of the company are the reason of such changes, leading to progress, prosperity, growth and access to more dynamic markets, which in turn result in the development of staff and functionality (Tidd & Bessant, 2020).

LITERATURE REVIEW

Wherever there is a change there will always be resistance to this change, with this said however, there are factors that can either increase this resistance or minimize it. One of these factors is the organizational structure of organization. It is not fair to deny the fact that any change affects many aspects of the company/organization, the most crucial one of course is the performance and productivity of employees, this is why prior to making any change, a proper orientation must be made for this change to fit with all employees without affecting their performance which will certainly reduce their resistance to this change (Nadim & Singh, 2019).

In this part of the study, I will talk about the following variables in detail: Resistance to Change, Organizational Structure, and Employee Performance.

Resistance to Change

Although technology is vital to the process of economic development and the acceleration of the production process by exploiting it as a competitive advantage for some companies, it however, stems from changes in all levels of the company and in all departments, which generates resistance to this change and may reduce the process of innovation and creative ideas that help companies and organizations' growth and progress within the market, therefore, companies must plan in advance and well before starting the process of employing technologies, the process of mitigating resistance in order to avoid any losses that might harm the company's interests, and must also thoroughly study all aspects of this resistance and employees' responses to this change as it will be at all levels of the company (Distanont, 2020).

The process of change in all companies is a risky step, especially when presenting this idea to the employees, because change is a direct "threat" to them, therefore, the desire to remain in the current situation generates resistance to change, because change creates a feeling of powerlessness within the employees (Khaw, 2023). Change in the organizational structure is considered the main reason to resist, this resistance comes from the fact that change in organizational structure can increase doubts and fears within individuals, thus, implementing changes becomes a difficult mission, which sometimes leads to slowing and/or disturbing the production wheel (Rehman et al., 2021).

When making any change whatsoever, resistance to this change must be expected as a natural and legitimate reaction as a result of human nature towards any change, typically among employees and sometimes managers, since they perceive this change as a threat to their stability and safety, therefore, making any given change in any given company for the first time will not be an easy process, hence, all procedures and plans must be taken into account to limit this resistance (Cardoso Castro, 2019).

Resistance is therefore, the biggest stick in the wheel of change, accordingly, it must be dealt with rationality while employing this resistance in ways that help to implement the change via directing this resistance for the benefit and interest of the company through enlightening both the employees and managers and informing them of the importance of this change, and how such change is indeed for their own benefit. Therefore, resistance can be an important tool to the application of change and making use of it in creating collaboration

between employees and managers which helps the implementation of change felicitously. On the other hand, resistance to change can and may be the failure of change and thus the failure of the company as a whole organization (Meyer, 2019).

Dimensions of Resistance to Change

When a change in a person's life occurs, he/she responds to it at several levels: behavioral, emotional, and cognitive levels (Şahin & Acar, 2019), so if a change occurs within the company, employees resist it based on the above-mentioned mixture of their characteristics (levels), whether through their behaviors or emotions based on the extent of their awareness and knowledge of the consequences of this change (Repovš et al., 2019). With this said, the dimensions of resistance to change are as follows: the behavioral dimension, which is the behavior and the attitude of the employee towards change, the emotional dimension, which emerges from the employee's fear of failure to adapt to the change and his/her fear of losing their work, and finally, the cognitive dimension that emerges from the reluctance to change, stemming from the fact that employees did not realize the importance of this change and to what extent this change might benefit their work (Cardoso Castro, 2019).

On the grounds of what is mentioned above, companies must be well aware of all these aspects, and take them under consideration in order to deal with every type of resistance to reduce the severity of each type (Khaw et al., 2023).

Behavioral (Intentional) Resistance

Lewin believes that change events require forces capable of applying against whatever the degree of resistance might be to change, however, if the resistance is stronger than the company's forces to change, it becomes very difficult to prepare and interpret the importance of change for employees. Coch and French believe that there are two types of behaviors in resisting change: resistance of a positive nature, in other words, there is no resistance to change or, there is some degree of acceptance to change, while there is resistance of a negative nature, i.e. the employee is fully resistant to change, due to the employees' fear that change inside the company may affect their work and stability. According to Zander, one of the most important forms of behavioral resistance to change may be expressed in a form of political behavior (Khaw et al., 2023).

The process of change and its results have affected the behavior of the employee, but the dimensions of this process directly affect the reactions of employees in terms of their acceptance or rejection, so the process of change itself and not its results that affect the emotions, feelings and thoughts of employees. Hence, the behavior of the employees is a psychological reaction towards the change, such behaviors vary according to certain factors embedded in the employees, managers, or the organization as a whole (van den Heuvel et al., 2020).

Affective (Emotional) Resistance

One of the most important factors in resisting change is the personal characteristics of the emotional reaction to change (van den Heuvel et al., 2020), this reaction arises from the uncertainty of employees and their fear of losing control over their jobs and duties, it is a short-term however important response to any given provocative change in a person's life, therefore, its effects must be thoroughly analyzed (Şahin & Acar, 2019). Fear of the unknown in general is a natural feeling among employees. Therefore, when any change occurs related to their work, it is highly unlikely for them to accept it, for the fact that they are not sure whether this change will benefit them and/ or whether such change is going to be a positive one. This leads to limiting their capabilities and consequently, their performance (Khaw et al., 2023).

Cognitive (Rational) Resistance

It is the way employees conceive change mentally, this cognitive abstract process is triggered in order to help employees raise the level of their awareness of the process of change, leading to interpreting this cognitive process into behaviors that are resistant to change. The organization must provide collaboration between employees and the administrative level, doing so, will ensure the partnership between individuals resulting in

establishing trust among employees and their superiors, consequently, increasing employees' confidence in their management when implementing the change (Lilley et al., 2022, Khaw et al., 2023).

Organizational Structure

(Anwar & Abdullah, 2021), stated that Organizational structure is considered an essential resource and a way to increase the performance. Firm's resources contain the organizational structure components which are defined as Grant or Capital resources.

In order to contribute to business resources, organizational structure helps gaining supportable competition. What makes the firm unique is to create its abilities by having every individual sharing their skills. Therefore, Jobs coordination can occur if organizational structure recourses are present.

While (Newton, 2022) resembled the structure of an organization as an orchestra, that builds communication with all the basic functions to achieve coordination and integration among those tasks. It is a reporting system of relationships and behaviors that helps in motivating, coordinating, and clarifying how to achieve the organization's goals and objectives.

They proposed that the employees are influenced by their surrounding environment and inhibited by the power distribution among each other. Therefore, it can be stated that the internal and external characteristics of an organization affects and dominate its structure.

“Structure is the architecture of business competence, leadership, talent, functional relationships and arrangement” (Anser et al., 2021). Organizational structure is designed to make sure that the employees have enthusiasm toward their management and subordinates to shape the right performance and have a good communication plan to accomplish the organization's goals (Anser et al., 2021).

In simple words, Structure is the framework of all functions and activities that are interlinked in the organization and which shapes a relationship together to undertake its tasks and objectives (Funminiyi, 2018).

Dimensions of Organizational Structure

Organizational structure has two main systems “mechanistic and organic”. Many researches have been conducted over the years and many definitions of the dimensions have been created.

(Newton, 2022) made a comparison between those previous studies. Some of them suggested that there are five dimensions of organizational structure: specialization, standardization, formalization, centralization, and configuration. While others added a sixth dimension, which is traditionalism. It is important to mention that coordination and integration are the main tools for the structural dimension.

Furthermore, (Raghav, 2022) suggests that Structure embraces three dimensions: mechanistic, organic, or bureaucratic, each depends on their levels of intricacy, centralization, and formalization. A mechanistic structure is found in the firms who operate under stable environment where functions are specialized and decisions are made at the top management level of the organization. On the other hand, an organic structure is best suited in the firms who operate in an unstable environment where functions and tasks are less complex and decentralized methods are followed by empowering the employees to make decisions (Funminiyi, 2018). A bureaucracy structure is basically a mix of both mechanistic and organic structures where it combines high levels of complexity while holding the decentralization process. Although it is ruled by rules and procedures, but their employees are granted some power to make decisions at different levels (Raghav, 2022).

Mechanistic structure is capable of setting up efficient measures to deal with day-to-day tasks while organic structure is more efficient with non-routine functions. According to the researchers, both mechanistic and organic structures are effective if they fit their environments.

Organizations usually evolve over time, as they grow; they tend to move through different situations. Therefore, organization structure is affected by the organization's history rather than being based on rational analysis, so each organization will have a unique pattern (Raghav, 2022). In order to ensure the organizational structure is

always effective, an organization should make sure that its structure is adaptable and flexible to most expected circumstances.

It is worth to mention that decentralization structure is more beneficial when it is used in a changing environment that requires high adaptation and give a room for innovation. It practices horizontal communication and consulting processes rather than vertical commands where the front-line employees are empowered to make on the spot decisions to avoid any conflict and acheive the best outcome (Nene & Pillay, 2019).

Employee Performance

According to (Alromaihi, Alshomaly, & George, 2017) Employee Performance is one of the most important aspect on which organizations are established. With this said, the organizations` success and surviving rely mainly on the performance of their employees as a fundamental aspect of organizations, therefore, organizations ought to provide executive measures and set their goals and objectives based on every single employee and their performance. Therefore, the performance of organizations is primarily determined by the nature of the employees` performance. Hence, employee`s performance comes as a result of their emotions towards their jobs (Malik & Ahmed, 2019).

The performance of employees is ultimately the performance of the company as a whole, so attention must be paid to the performance of employees by stimulating their productivity and provide them with powers and authorities within their scope of work, doing this will give employees the freedom to act, in addition empowering them in order to achieve the goals of the organization, since employees are the most important assets of any organization, and considered one of the most important competitive advantages for any company (Ali & Anwar, 2021).

Therefore, senior management must hold introductory sessions about the importance of the change before implementing any change in the body of company, and must also be aware of the impact of this change on their performance while reducing the reluctance via prior coordination with all departments of the organization, and through discussing creative ideas to reach the employee`s sense of belonging and loyalty to the company, this is why all companies must study the effect of the change on the employees` performance before implementing it to reduce waste of time, effort and cost (Scott, 2020).

The level of the employee`s performance is expressed through his/her productivity and the extent of employees` efficiency in carrying out their tasks (Ugoani, 2020), and is also an important factor in developing the skills and capabilities of departments in the implementation of what is required from them (Blanchard & Thacker, 2023). According to Alharthi et al. (2019), employees` performance is considered a reliant on the employees` desire to deliver their work, thus, achieving the goals of the organization. Performance is also a clear indicator of the growth of companies and organizations, their development, the extent of its economic progress and the ability to acquire the largest possible market share through the effectiveness of employees (Abdulkhaliq & Mohammadali, 2019).

Employees must be motivated financially and/ or emotionally in order to increase their level of job satisfaction in carrying out tasks outside the scope of their work, stemming from their sense of loyalty and belonging to the organization (Abubaha,, 2019).

Organizations must improve the performance of employees through training programs that help raise productivity to the highest level to achieve the highest rates of profitability (Laing, 2021). (Methode, Osunsan, Florence, Augustine, Abiria, & Innocent, 2019) suggest that plans must also be developed to help innovation for its positive impact on raising levels of employees` performance.

The quality of the employees` performance within the scope of their work and the ability to accomplish their tasks effectively and efficiently is one of the most important factors in the employee`s development (Kareem & Hussein, 2019). The extent of the employee`s awareness of the goals set within his/her work and their ability to accomplish (Bushi, 2021). The employee`s performance is directly related to the employee`s efficiency; the

less pressure and higher levels of freedom to act, the greater the productivity (Haque, Aston, & Kozlovski, 2018). Therefore, companies must be sufficiently aware of all the factors that affect the performance of the staff, negatively or positively (Rezaei et al., 2021).

Resistance to Change with Employee Performance

How employees carry out the tasks assigned to them and their behaviors in carrying out their work effectively is what is called employee performance, so it is the application of capabilities and exploitation of skills among employees to achieve the goals of organizations and accomplish its purpose (Hajiali, 2022), so for this the company must adopt flexible policies and the most appropriate organizational structures that allow benefits to the employees and turn them into a competitive advantage that help raising levels of productivity and increase its competitiveness, which allows organizations to remain in the market for the longest period possible (Azeem et al, 2021).

Resistance to Change will absolutely affect the behavior of employees in learning new technological skills and will, of course, reduce its ability to accept training programs related to the need for change and how to keep pace with it (Basyal & Wan, 2020), for the company must pay attention to all forms of this resistance so it may be public and can be mitigated, but there is the unobserved type of resistance and that is through some subversive behaviors that negatively affect the overall performance of the company and employees within the company (Ackroyd & Thompson, 2022).

Naturally, every action has a reaction. Therefore, the occurrence of the change creates resistance to it intuitively, and this change affects the extent of employee satisfaction, which leads to reduce the rate of employee performance. To prevent the emergence of resistance to change, senior management of the company must implement proactive techniques that help mitigate this resistance by directing and encouraging employees, by placing the company's confidence in employees in the process of making change (Paul, Mike, & Rodger, 2006). Then, the change must be implemented gradually and provide adequate support through which employees can adapt to the new changes (Prib & Gromova, 2019).

Organizational Structure with Employee Performance

Organization's effectiveness is determined by its structure and its employee's performance. Therefore, employees need to get involved in achieving the organization's goals by assigning them responsibilities. (Funminiyi, 2018) emphasized that the main role of an organizational structure is to develop decision-making and to categorize the system, power, and division of work among the different units.

Every employee seeks to be recognized and appreciated in their department, and that is what motivate him\her. When a negative attitude is changed to positive, it creates a more cooperative atmosphere between employees which is what increase their performance.

(Funminiyi, 2018) suggested that if the type of an organization is not aligned with its structure, some negative influences will occur. Therefore, previous researchers have linked organizational structure with Maslow's hierarchical model which proves that when employee feel secured and have a positive behavior with his\her subordinates, they will accomplish the organization's goals successfully. Another study on the relationship between Flexible Management Structures and Employee Efficiency Management showed that, a flexible structure motivates employees as it gives them the opportunity to contribute and be more creative and innovative towards the company's ideas which results in more efficient and effective result. On the other hand, some suggested that employee's productivity is affected by the decentralized organizational structure. If employees can self-manage themselves, the manager's tasks will be focused on deeper functions than coordinating and instructing employees on how to do a certain job. The workers will engage their experience, knowledge, and skills to do their work effectively, and that will increase their engagement and will result in a significantly high productivity rates.

Even though employee performance and productivity seems to be linked together, employee performance is related to efficiency while productivity is associated with profit and production. Since the organization's success

depends on its employees, organizations need to have the appropriate structure with the right employees and make sure they are harmonizing perfectly to achieve the ultimate goals successfully (Leitão, 2019).

Significance of Study

The importance of this study comes from being investigation the impact of the extent of the company's resistance as employees and administrations with the type of organizational structure of the company and whether the impact varies according to the type of this structure on employee performance, productivity and effectiveness in achieving the desired goals of the company since the employees represent the most important assets in the company and since companies and organizations must be up-to-date with technological development and all types of change that may happen in the commercial market environment, therefore, so the required change must be made and all the requirements, capabilities, policies and all training programs must be prepared to mitigate the resistance to this change, especially in our current time that requires Pre-enumerate for any change that may arise.

The study aims to investigate the impact of resistance to change and organizational structure on employee performance in one of the Jordanian banks, namely, Housing Bank for Trade and Finance.

Hypotheses of Study

H1: There is a statistically significant positive Impact at the level of ($\alpha \leq 0.05$) for Resistance to Change on Employee Performance.

H1.1: There is a statistically significant positive Impact at the level of ($\alpha \leq 0.05$) for Resistance to Change dimension (Behavioral) on Employee Performance.

H1.2: There is a statistically significant positive Impact at the level of ($\alpha \leq 0.05$) for Resistance to Change dimension (Affective) on Employee Performance.

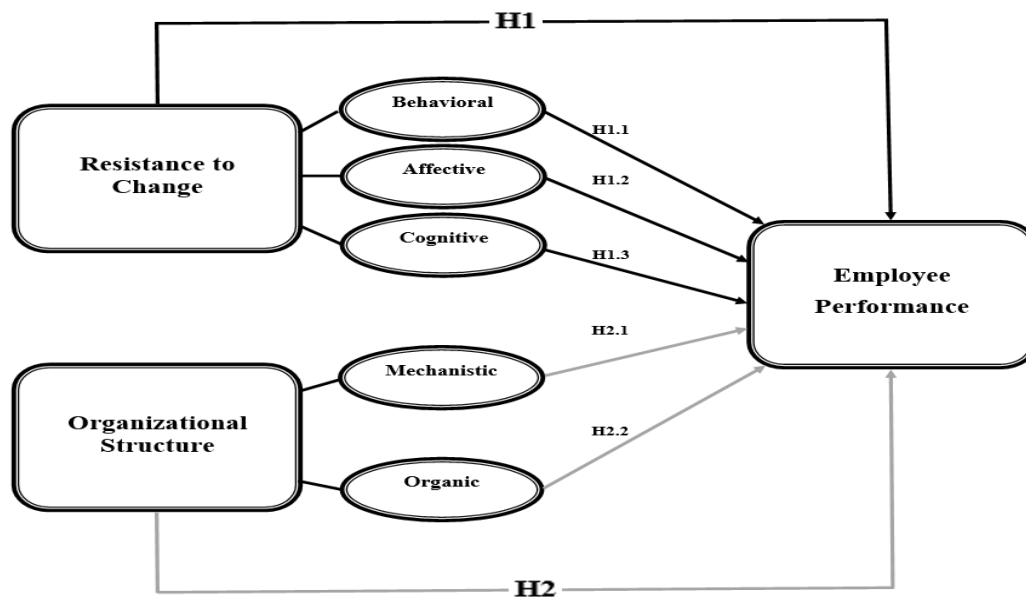
H1.3: There is a statistically significant positive Impact at the level of ($\alpha \leq 0.05$) for Resistance to Change dimension (Cognitive) on Employee Performance.

H2: There is a statistically significant positive Impact at the level of ($\alpha \leq 0.05$) for Organizational Structure on Employee Performance.

H2.1: There is a statistically significant positive Impact at the level of ($\alpha \leq 0.05$) for Organizational Structure dimension (Mechanistic) on Employee Performance.

H2.2: There is a statistically significant positive Impact at the level of ($\alpha \leq 0.05$) for Organizational Structure dimension (Organic) on Employee Performance.

Model of Study:



RESULTS

Frequencies

The study examined the frequencies in the test for the demographic profile of the participants. This test aimed to gather essential information about the participants' characteristics, Gender, Educational level, Age, Major and Expertise. By analyzing the frequencies of each demographic variable, the researchers gained valuable insights into the composition of the sample. Consequently, these frequency analyses played a significant role in providing a comprehensive overview of the study's participants. Table 1 provide the demographic profile of respondents:

Table 1: Demographic Frequency Statistics

Variable	Sub-Group	Frequency	Percent
Gender	male	67	37.2
	female	113	62.8
	Total	180	100.0
Educational Level	diploma	15	8.3
	bachelor	126	70.0
	master	36	20.0
	phd	3	1.7
	Total	180	100.0
Age	25 or less	28	15.6
	26- 35 or less	98	54.4
	36- 45 or less	46	25.6
	more than 46	8	4.4
	Total	180	100.0
Major	administrative	137	76.1
	IT	23	12.8
	engineer	9	5.0
	social	11	6.1
	Total	180	100.0
Work Experience	5 or less	38	21.1
	6-10 or less	61	33.9
	11-15 or less	43	23.9
	more than 16	38	21.1
	Total	180	100.0

The demographic frequency statistics provide insights into the distribution of respondents across various sub-groups within each variable. Regarding gender, the data shows that 62.8% of the respondents are female, while 37.2% are male. Among educational levels, the majority (70.0%) hold a bachelor's degree, followed by 20.0% with a master's degree, 8.3% with a diploma, and only 1.7% with a Ph.D. In terms of age, the largest group is the "26-35 or less" category, representing 54.4% of the respondents. Those aged "36-45 or less" make up 25.6%, while "25 or less" account for 15.6%, and the group "more than 46" comprises the smallest proportion at 4.4%. Regarding the respondents' majors, the majority (76.1%) are in the administrative field, with IT professionals constituting 12.8%, social majors at 6.1%, and engineers at the lowest with 5.0%. In the context of work experience, the highest percentage (33.9%) falls under the "6-10 or less" category, followed closely by "11-15 or less" at 23.9%. Those with "5 or less" years of experience represent 21.1%, as do those with "more than 16" years of experience.

Descriptive Statistics

Table (2) presents the summary statistics for the study variables.

Table 2: Descriptive statistics

Variable	Mean	Std. Deviation	Degree
Affective	3.104	0.666	Neutral
Cognitive	3.549	0.753	Neutral
Behavioral	3.592	0.762	Neutral
Resistance to Change	3.415	0.589	Neutral
Organizational Structure	3.902	0.819	Agree
Employee Performance	4.080	0.722	Agree

In this study, the researchers examined several variables related to employee performance and resistance to change. The participants' attitudes towards different dimensions of resistance to change, including "Affective," "Cognitive," and "Behavioral," were assessed. The results indicated that, on average, respondents had a neutral attitude towards these dimensions, with mean scores of 3.104, 3.549, and 3.592, respectively. The standard deviations of 0.666, 0.753, and 0.762 indicated moderate levels of agreement and variation among respondents' perceptions of these dimensions.

Moreover, the overall construct of "Resistance to Change" was evaluated, combining the three dimensions. The mean score for the overall resistance to change was 3.415, reflecting a slightly lower level of resistance on average, and the standard deviation of 0.589 indicated a moderate consistency in respondents' views.

Additionally, the study explored the respondents' perceptions of "Organizational Structure." The mean score of 3.902 indicated that, on average, respondents tended to agree with the organizational structure, while the standard deviation of 0.819 suggested some diversity in their perceptions.

Furthermore, participants self-assessed their "Employee Performance," with a mean score of 4.080, indicating an agreeable level of performance on average. The standard deviation of 0.722 highlighted some variation in respondents' self-assessment of their performance.

Reliability

Cronbach's alpha is a measure of internal consistency reliability used to assess the reliability or consistency of a scale or a set of items. It is commonly used in research to determine how well a set of items or questions measures a single underlying construct or trait. Table (3) presents the reliability test.

Table 3: Reliability statistics

Variables	Cronbach's Alpha	N of Items
Resistance to Change	0.781	15

Organizational Structure	0.927	13
Employee Performance	0.906	13

The table presents the Cronbach's alpha values for three variables: "Resistance to Change," "Organizational Structure," and "Employee Performance." Cronbach's alpha is used to assess the internal consistency and reliability of a scale or set of items.

The Cronbach's alpha value of 0.781 for the "Resistance to Change" variable suggests a satisfactory level of internal consistency. Generally, a Cronbach's alpha of 0.70 or higher is considered acceptable for research purposes, and this scale meets that criterion. With 15 items in the scale, it indicates that these items are moderately correlated and measure the construct of "Resistance to Change" with a reasonable level of reliability.

The Cronbach's alpha value of 0.927 for the "Organizational Structure" variable indicates a high level of internal consistency and reliability. This suggests that the 13 items in the scale are strongly correlated and effectively measure the construct of "Organizational Structure." The high alpha value implies a robust and consistent measurement of this variable.

The Cronbach's alpha value of 0.906 for "Employee Performance" indicates a high level of internal consistency and reliability. The 13 items in this scale are highly correlated, demonstrating a strong and reliable measurement of the construct of "Employee Performance."

Correlation Analysis

Table (4) presents the Pearson Correlation among the variables in the correlation matrix, and it indicates that all variables are significantly correlated. The correlation coefficients in the table range from -1 to 1, where 1 represents a perfect positive correlation, -1 represents a perfect negative correlation, and 0 indicates no correlation.

Table 4: Correlation statistics

Variables	Affective	Cognitive	Behavioral	Resistance to Change	Organizational Structure	Employee Performance
Affective	1					
Cognitive	.402**	1				
Behavioral	.651**	.375**	1			
Resistance to Change	.858**	.710**	.850**	1		
Organizational Structure	.402**	0.057	.322**	.332**	1	
Employee Performance	.493**	.158*	.409**	.446**	.671**	1

The correlation matrix provides insights into the relationships among the variables in the study. Starting with the "Affective" dimension, it shows a moderate positive correlation with the "Cognitive" dimension (correlation

coefficient of 0.402**) and a weak positive correlation with the "Behavioral" dimension (correlation coefficient of 0.375**). Moving on to the "Behavioral" dimension, it exhibits a strong positive correlation with both "Affective" (correlation coefficient of 0.651**) and "Resistance to Change" (correlation coefficient of 0.850**), and a moderate positive correlation with "Cognitive" (correlation coefficient of 0.375**).

The "Resistance to Change" variable demonstrates very strong positive correlations with all three dimensions: "Affective" (correlation coefficient of 0.858**), "Cognitive" (correlation coefficient of 0.710**), and "Behavioral" (correlation coefficient of 0.850**). Furthermore, "Resistance to Change" displays a moderate positive correlation with "Organizational Structure" (correlation coefficient of 0.332**). Meanwhile, "Organizational Structure" exhibits weak to very weak positive correlations with "Affective" (correlation coefficient of 0.402**), "Cognitive" (correlation coefficient of 0.057), and "Behavioral" (correlation coefficient of 0.322**). However, "Organizational Structure" does have a moderate positive correlation with "Resistance to Change" (correlation coefficient of 0.332**) and a substantial positive correlation with "Employee Performance" (correlation coefficient of 0.671**).

Lastly, "Employee Performance" shows moderate positive correlations with "Affective" (correlation coefficient of 0.493**), "Behavioral" (correlation coefficient of 0.409**), and "Resistance to Change" (correlation coefficient of 0.446**). Additionally, it has a weak positive correlation with "Cognitive" (correlation coefficient of 0.158*), and a very strong positive correlation with "Organizational Structure" (correlation coefficient of 0.671**).

Normality

The study used Skewness and Kurtosis test of normality to test the normality in the study variables (Hair et al., 2010) suppose that the normality problem exists when the skewness values out of the range of ± 1.96 and the kurtosis values out of the range of ± 3.0 , Table (5) provide evidence about the normality of the study variables.

Table 5: Normality statistics

Variables	Skewness	Kurtosis
Affective	-0.007	0.781
Cognitive	-0.129	0.211
Behavioral	-0.176	0.198
Resistance to Change	-0.359	1.639
Organizational Structure	-0.849	0.788
Employee Performance	-0.895	1.284

Based on the results presented in Table 5, it can be observed that all variables have skewness values well within the range of ± 1.96 . Skewness measures the asymmetry of the data distribution, and the values close to zero indicate a relatively symmetrical distribution. In this case, all the skewness values are very close to zero, indicating that the data is approximately normally distributed in terms of skewness.

Regarding kurtosis, all variables have kurtosis values within the acceptable range of ± 3.0 . Kurtosis measures the peakedness or flatness of the data distribution compared to a normal distribution. Values within ± 3.0 indicate that the data is not significantly deviating from a normal distribution in terms of kurtosis.

Based on these results, there is no significant evidence to suggest a normality problem with the study variables. The data seems to follow a reasonably normal distribution in terms of both skewness and kurtosis. This assumption is crucial for many statistical analyses that assume normality, such as (Linear regression). Since the data satisfies the normality assumption, it provides a sound basis for further statistical analysis and interpretation of the study results.

Hypothesis Testing

Regression analysis is a statistical method commonly used for hypothesis testing in various research scenarios. It allows researchers to examine the relationship between a dependent variable and one or more independent variables, test the significance of the relationship, and make predictions based on the model. Table (6) shows the results of regression analysis. This table provides information about testing the first main hypothesis (model1), the sub-hypothesis of the first one (model 2) and the second main hypothesis (model 3).

Table 6: Regression Analysis

Model	Variables Entered	R	R Square	Adjusted R Square	F	Sig.
1	Resistance to Change	0.446	0.199	0.194	44.198	0.000**
2	Behavioral, Affective, Cognitive	0.51	0.26	0.248	20.644	0.000**
3	Organizational Structure	0.671	0.45	0.447	145.614	0.000**
Model	Hypothesis	Variables	Coefficients	Std. Err.	t	Sig.
1	H1	Constant	2.212	0.285	7.758	0.000**
		Res. to Change	0.547	0.082	6.648	0.000**
2	H1.1, H1.2 and H1.3	Constant	2.344	0.278	8.433	0.000**
		Affective	-0.076	0.078	-0.977	0.3
		Cognitive	0.395	0.084	4.701	0.000**
		Behavioral	0.159	0.082	1.937	0.054
3	H2	Constant	1.772	0.195	9.065	0.000**
		Org. Structure	0.592	0.049	12.067	0.000**

The table presents the results of regression analysis, and it allows us to test the research hypotheses related to the impact of "Resistance to Change" and "Organizational Structure" on "Employee Performance." The researcher interprets the results and test each hypothesis:

H1: There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for Resistance to Change on Employee Performance

Based on the results from Model 1, the value of R-squared (R^2) is 0.199, which means that approximately 19.9% of the variance in "Employee Performance" can be explained by the "Resistance to Change" variable. The adjusted R-squared (Adjusted R^2) of 0.194 indicates that the model accounts for a substantial proportion of the variance while taking into account the number of predictors.

The regression coefficient for the "Resistance to Change" variable is 0.547, with a standard error of 0.082. The t-value of 6.648 is highly significant ($p < 0.01$). Therefore, we can reject the null hypothesis (H_0) and accept the research hypothesis (H1). The results suggest that there is a statistically significant positive impact of "Resistance to Change" on "Employee Performance."

H1.1, H1.2, and H1.3: There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for each Resistance to Change dimension (Behavioral, Affective, and Cognitive) on Employee Performance

In Model 2, the combined effect of the "Behavioral," "Affective," and "Cognitive" dimensions of "Resistance to Change" is examined. The R-squared (R^2) is 0.26, indicating that around 26% of the variance in "Employee Performance" is explained by these three dimensions combined.

The regression coefficients for "Affective" and "Behavioral" dimensions are -0.076 and 0.159, respectively. The t-values for both coefficients are not statistically significant ($p > 0.05$), suggesting that neither the "Affective" nor the "Behavioral" dimension has a significant impact on "Employee Performance." However, the "Cognitive" dimension has a regression coefficient of 0.395 with a highly significant t-value of 4.701 ($p < 0.01$), indicating that the "Cognitive" dimension has a statistically significant positive impact on "Employee Performance."

Therefore, we can reject the null hypothesis for the "Cognitive" dimension (H1.3) and fail to reject the null hypothesis for the "Affective" and "Behavioral" dimensions (H1.1 and H1.2). These results suggest that the "Cognitive" dimension of "Resistance to Change" has a significant positive impact on "Employee Performance," while the "Affective" and "Behavioral" dimensions may not have a significant impact.

H2: There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for Organizational Structure on Employee Performance

In Model 3, the impact of "Organizational Structure" on "Employee Performance" is evaluated. The R-squared (R^2) is 0.45, indicating that approximately 45% of the variance in "Employee Performance" can be explained by the "Organizational Structure" variable.

The regression coefficient for "Organizational Structure" is 0.592 with a standard error of 0.049. The t-value is highly significant at 12.067 ($p < 0.01$). Therefore, we can reject the null hypothesis (H_0) and accept the research hypothesis (H2). The results suggest that there is a statistically significant positive impact of "Organizational Structure" on "Employee Performance."

Based on the regression analysis, the research hypotheses are supported. There is a statistically significant positive impact of "Resistance to Change" and "Organizational Structure" on "Employee Performance." Specifically, the "Cognitive" dimension of "Resistance to Change" has a significant positive impact, while the "Affective" and "Behavioral" dimensions may not have a significant impact. The "Organizational Structure" variable also has a significant positive impact on "Employee Performance." These findings provide valuable insights into understanding the factors that influence employee performance within the context of "Resistance to Change" and "Organizational Structure."

Table 7 present a summary of hypothesis testing:

Table 7: Hypothesis Testing Summary

H	Hypothesis	Direction	Accepted/Rejected
H1	There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for Resistance to Change on Employee Performance.	Positive	Accepted
H1.1	There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for Resistance to Change dimension (Behavioral) on Employee Performance.	Positive	Rejected
H1.2	There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for Resistance to Change dimension (Affective) on Employee Performance.	Positive	Rejected

H1.3	There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for Resistance to Change dimension (Cognitive) on Employee Performance.	Positive	Accepted
H2	There is a statistically significant positive impact at the level of ($\alpha \leq 0.05$) for Organizational Structure on Employee Performance.	Positive	Accepted

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