

## Reasons for Resisting Change in Al Azhar University - Gaza From Its Administrative Staff Point of View

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**Abstract:** The objective of this research is to study the reasons for resisting change in Al Azhar University from its administrative staff point of view by focusing on the human, organizational, and personal / psychological reasons for resisting change as stated in the literature. The research also examined if there is a significant statistical differences in the reasons for resisting change due to demographic variables such as age and education level and job related variables such as years of experience and managerial level. This research is conducted using a quantitative research methodology. The research found out that the most frequent reasons for resisting change are the organizational reasons such as: not linking the reward system to the change, the organizational climate and structure is not supportive to the change,

interdepartmental conflict or rivalry, the past history of unsuccessful change, lack of involvement, the fear that change may impose new working methods and procedures , lack of experience in implementing change. The human reasons for resisting change are : the belief that the benefits of the change is for the change agents and not for the employees and the

**المخلص:** يهدف هذا البحث إلى دراسة أسباب مقاومة التغيير من وجهة نظر الموظفين الإداريين في جامعة الأزهر بغزة وذلك بالتركيز على الأسباب الإنسانية، التنظيمية، والشخصية أو النفسية كما حددت في الدراسات السابقة. كما يهدف هذا البحث إلى دراسة مدى وجود فروق ذات دلالة إحصائية في أسباب مقاومة التغيير تعزى لمتغيرات العمر والمستوى التعليمي كمتغيرات ديمغرافية وعدد سنوات الخبرة والمستوى التنظيمي كمتغيرات مرتبطة بالعمل. أظهرت نتائج البحث أن الأسباب التنظيمية هي من أكثر الأسباب المؤدية إلى مقاومة التغيير ومنها: عدم ارتباط نظام المكافآت بالتغيير، بيئة العمل الغير داعمة للتغيير، وجود خلافات بين الدوائر المختلفة، وجود تاريخ غير ناجح للمؤسسة في أحداث التغيير، عدم المشاركة في التغيير، الاعتقاد بأن التغيير سيؤدي إلى إجراءات عمل جديدة، وقلة الخبرة في المؤسسة. أما الأسباب الإنسانية لمقاومة التغيير فهي: الاعتقاد بأن المستفيدين من التغيير هم القائمون عليه بدلا عن المؤسسة والعاملين

organizations, the belief that change will force the staff to learn something new, conflicting personal and organizational objectives, the belief that the corporate history and culture of the university do not support change, lack of support from the boss, poor communication, the belief that the cost of the change is high and the limited resources, forced change and lack of participation in the change, and the absence of a shared strategic plan that is effectively communicated. The personal and psychological factors are not found to be reasons for resisting change. The research also found that there is no significant statistical differences in the reasons for resisting change due to demographic variables (age, educational level) and job related variables (years of experience, managerial level). The research reached many recommendations such as developing a selection criteria for change agents, developing a training and development program which is consistent with the future plan of the university, developing a strategic and operational plan with participation and involvement of all staff including the administrative staff, improving the current formal and informal communication systems, improving the current reward system, maintaining a stable and supportive organizational climate, resolving the interdepartmental rivalry and conflict, strengthening the communication and coordination between departments, and involving staff members in the change process.

، الاعتقاد بان التغيير سيجبر العاملين على تعلم أشياء جديدة، تعارض أهداف المؤسسة مع الأهداف الشخصية، الاعتقاد بان تاريخ المؤسسة وثقافتها غير داعمة للتغيير، قلة الدعم من قبل المسؤولين، التواصل الضعيف، الاعتقاد بان تكلفة التغيير عالية والموارد المتاحة محدودة، عدم المشاركة في أحداث التغيير، وغياب خطة استراتيجية متفق عليها. أظهرت نتائج البحث أيضا عدم وجود فروق ذات دلالة إحصائية في أسباب مقاومة التغيير تعزى لمتغيرات العمر والمستوى التعليمي كمتغيرات ديمغرافية وعدد سنوات الخبرة والمستوى التنظيمي كمتغيرات مرتبطة بالعمل. توصل البحث إلى العديد من التوصيات منها تطوير معايير لاختيار القائمين على عملية التغيير، تطوير برنامج تدريبي لموظفي الجامعة، وضع خطة إستراتيجية وتنفيذية بمشاركة جميع الموظفين المعنيين، تطوير نظام التواصل الرسمي وغير الرسمي، توعية العاملين بالجامعة وتدريبهم على الأساليب والأدوات التي يمكن استخدامها في عملية التغيير لضمان استغلال الموارد المتاحة بأقل التكاليف، تطوير نظام الحوافز الحالي للتركيز على تحفيز مبادرات التغيير، المحافظة على جو تنظيمي مستقر وداعم لعملية التغيير، حل الصراعات الموجودة بين الدوائر، تقوية التواصل والتنسيق بين الدوائر، ومشاركة الموظفين في عملية التغيير.

## Introduction

Private and public organizations are facing a future of constant

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change due to change drivers such as globalization, economic rationalism and information technology (Avdjieva and Wilson, 2002; Rantz, 2002; Szamosi and Duxbury, 2002; Weber & Weber, 2001). Employee resistance to change is a complex issue facing management in the complex and ever-evolving organization of today. The process of change is ubiquitous, and employee resistance has been identified as a critically important contributor to the failure of many well-intend and well-conceived efforts to initiate change within the organization. It is difficult to know the reasons why people are resisting change.

There can be numerous reasons. Resistance may be multi-dimensional These reasons can be conscious and unconscious. The researcher held many managerial positions in Al Azhar University where resistant to change was observed when new change initiatives were planned or implemented. No previous studies were carried out in the university to examine this phenomenon. This research will study the reasons for resisting change in Al Azhar University from its administrative staff point of view by focusing on the human, organizational, and personal and psychological reasons for resisting change as stated in the literature. The research will also examine if there is a significant statistical differences in the reasons for resisting change due to demographic variables such as age and education level and job related variables such as years of experience and managerial level.

### **Research objectives**

The objective of this research is trying to answer the following research questions (problems )

1. What are the reasons for resisting change in Al Azhar University from its administrative staff point of view?
2. Are there any significant differences in the reasons for resisting change in Al Azhar University due to demographic variables (age, educational level ) and job related variables (years of experience , managerial level )?
3. What recommendations can be provided for the decision makers in Al Azhar university to overcome employees resistance to change?

### **Research Methodology**

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### Sources o Data

Research data was collocated from two main sources:

- Primary Sources: The primary data was collected by using the main tool of the research which is a questionnaire developed by using previous research related studies and designed to serve the goals of the study.
- Secondary Sources: Based on past studies and literature reviews such as books and journals directly or indirectly related to the study which determined the general research framework and methodology.

### Population and sample of the study

The target population of this study is the administrative staff in Al Azhar University (180 employee ) . A random sample of 50% was selected and distributed with the assistance of the Vice President's office for Administrative and Financial Affairs. Of the 90 surveys distributed , 69 completed surveys were returned, resulting in a response rate of 77%. Table (1) describes the sample according to the biographical data.

**Table (1): Age, Educational level, Managerial level, Years of experience**

Age	20-29 years	30-39 years	40-49 years	50 and more
	7	22	26	14
Educational level	Postgraduate	B A	Diploma	High School and less
	7	30	24	8
Managerial level	Director	Head of Department	Others	
	9	11	49	
Years of experience	Less than 3 years	From 3 – 7years	From 8 – 11years	12 years and more
	7	10	13	39

### Tool of the Study

This research is conducted using a quantitative research methodology . A descriptive research approach was followed using a questionnaire that is designed to examine the reasons of resisting change by focusing on the human dimension, organizational dimension, and personal and

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psychological dimension. A descriptive questionnaire was developed for the purpose of this research by combining the most common reasons for resisting change that are mentioned in the literature and classifying them to human, organizational, and personal and psychological reasons. The questionnaire consists of two parts:

Part 1: consists of the biographical data about the participants

Part 2: consists of 47 paragraphs related to the three dimensions of the study. Table 2 shows dimensions of reasons for resisting change.

**Table (2): The dimensions of reasons for resisting change**

No	dimensions	Paragraphs
First	Human Reasons	27
second	Organizational Reasons	14
third	Personal and Psychological Reasons	6
Total	Total dimensions	47

The participants were asked to decide on the reasons for resisting change and were requested to rate their answers using Likert scale format.

symbol	Strongly Agree	Agree	Don't know	Disagree	Strongly Disagree
Weight	5	4	3	2	1

### **Validity of the study**

Validity refers to the truthfulness of findings. In this sense, the researcher assessed the validity of the questionnaire by distributing it to a group of assessors containing 6 academic members from the universities and other experts who have a wide experience in the research subject. The researcher has modified, deleted, and added the necessary parts of the questionnaire in response to the group's suggestions. After arbitrating the questionnaire, a pilot study was conducted to evaluate the questionnaire. The researcher distributed the questionnaire to a sample of 15 persons. The respondents had no difficulty in understanding the items or the instructions to complete the questionnaire. To further validate the questionnaire, the researcher conducted a validity test on the pilot study sample. As a result, The researcher has tested the validity of the questionnaire by calculating the correlation coefficients for all the dimensions of the research.

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Table (3): Correlation coefficients for all the dimensions of the research

N0	Dimensions	Correlate	Sig.
1	Human Reasons	0.850	0.01
2	Organizational Reasons	0.718	0.01
3	Personal and Psychological Reasons	0.899	0.01

R (from table) at Significant level (0.01) = 0.449

R (from table) at Significant level (0.05) = 0.349

Table (3) shows that all the correlation coefficients for all dimensions are between (0.718, 0.899). Comparing these values with the R values from the table, we can conclude that all these values are higher than the values from table at significance level of (0.01 or 0.05). This confirms a high level of validity.

### Reliability of the study

- **Split–Half Coefficient Method:** Person correlation coefficient is calculated between the average of the questions with odd ranks and the average of the question with even ranks . Table ( 4 ) shows that the total reliability coefficient was (0.764) which means that the questionnaire has a high level of reliability

Table (4): Split-Half Coefficient method

No	Dimensions	Paragraphs no	Correlate before edit	Correlate after edit	Sig.
1	Human Reasons	27	0.280	0.435*	0.05
2	Organizational Reasons	14	0.366	0.535	0.01
3	Personal and Psychological Reasons	6	0.707	0.828	0.01
	Total dominions	3	0.618	0.764*	0.01

- **Cronbach's Alpha Method :** The researcher used the Alpha-Cronbach's test to measure the reliability of the questionnaire. Table (5) shows that all Alpha-Cronbach's Coefficients are higher than (0.5590), which indicates that the questionnaire has a high level of reliability.

Table (5): Alpha Carnopakh factors between 3 dimensions

No	Dimensions	No of	Alpha factor
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		<b>Paragraphs</b>	
<b>1</b>	<b>Human Reasons</b>	<b>27</b>	<b>0.8379</b>
<b>2</b>	<b>Organizational Reasons</b>	<b>14</b>	<b>0.5590</b>
<b>3</b>	<b>Personal and Psychological Reasons</b>	<b>6</b>	<b>0.8852</b>

### **Statistical Analysis**

the researcher used the statistical package for the Social Science (SPSS) for analyzing the data. Many statistical measures have been used in the research such as: Frequencies and Percentile, Pearson coefficient, Spearman correlation coefficients, Jetman Coefficient, Alpha- Cronbach test, Kolmogorov-Smirnov test, One Sample T-test, Independent Sample T- test, and one way Anova test.

### **Literature review**

Change is a part of life and change is viewed as the only constant. In recent years the term “change” has become synonymous with upheaval and chaos in the business context. Because change has become an everyday part of organizational dynamics, employees who resist change can actually cripple an organization. In order to understand the concept of employee resistance, it is critical to define what is meant by the term resistance. Resistance is defined as employee behavior that seeks to challenge, disrupt, or invert prevailing assumptions, discourses, and power relations (Folger and Skarlicki, 1999). The definition of the term resistance must incorporate a much broader scope. She states that a review of past empirical research reveals three different emphases in conceptualizations of resistance: as a cognitive state, as an emotional state, and as a behavior (Piderit, 2000). The list of reasons why individuals might resist organizational change has grown in the past years. Any attempts to cover all of the literature on these reasons will produce volumes of literature. However, this research will concentrate on some that are common, prevalent, and will help provide a solid basis to understanding the concept.

The first research on resistance to change in organizations generated a large body of work on the importance of employee involvement in decision making. This study focused on the main questions (1) Why do people resist change so strongly? and (2) What can be done to overcome this resistance? (Dent and Goldberg, 1999).

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Resistance to change is a phenomenon that cannot be ignored, as evidenced by the numerous articles published on the subject over the last 50-plus years. Arkowitz presents an integrative perspective on resistance; he describes the phenomena of resistance at the behavioral, interpersonal, cognitive and affective levels ( Arkowitz ,2002 ). Resistance can be considered a socially constructed reality, a public phenomenon found in the interactions in which people engage (Ford et al, 2002). Resistance is determined by intrapersonal and interpersonal factors that can occur with or without conscious awareness. (Arkowitz, 2002). Resistance to change is a form of personal immunity to change where the employee has an unrecognized competing commitment (Kegan and Lahey, 2001). The variables related to resistance that underlie resistance are: self-interest, psychological impact, tyranny of custom, culture compatibility, and political effect (Trader-Leigh, 2002 ) Resistance to change is a function of the ongoing background conversations that are being spoken, and which create the context for both the change initiative and the responses to it. (Ford et al, 2002)

Employees resist change because they have to learn something new. In many case there is not a disagreement with the benefits of the new process, but rather a fear of the unknown future and about their ability to adapt to it. (de Jager, 2001 ). Strebel (1996) attributed resistance as a violation of "personal compacts" management has with their employees. Personal compacts are the essence of the relationship between employees and organizations defined by reciprocal obligations and mutual commitments that are both stated and implied (Strebel, 1996 ). Kegan and Lahey described a psychological dynamic called a "competing commitment" as the real reason for employee resistance to organizational change. The change is not challenged, but rather is it resisted, or not implemented at all because the employee faces additional issue or concerns related to the change (Kegan and Lahey, 2001). What some managers may perceive as disrespectful or unfounded resistance to change might be motivated by an individual's

ethical principles or by their desire to protect what they feel is the best interests of the organization (Piderit, 2000 ). Kotelnikov stated that employee resist change for the \_the following reasons: Fear of



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the unknown, fear of failure, disagreement with the need for change, losing something of value, leaving a comfort zone, false beliefs, misunderstanding and lack of trust, and human and organizational barriers. Three levels of resistance was described by (Richardson, 1997):

- Level 1: Not understand what the organization is trying to accomplish, not knowing why it's important, people like the status quo, not knowing what impact the change will have on them, people have their own ideas about what the organization should do, and people like the idea but believe the timing is wrong.
- Level 2: Previous promises haven't been kept, change upsets the precarious balance of a bureaucratic culture, people resist change than runs counter to the rewards and punishments, individuals fear they will no longer be included, and people are afraid that a change is really the start of something bigger.
- Level 3: Distrust is deeply entrenched, and conflict between values and visions.

Maurer identified three levels of resistance ( Maurer, 2007 ):

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- **Level 1 : I Don't Get It:** Level 1 may come from Lack of information , disagreement with data, lack of exposure to critical information, and confusion over what it means Many make the mistake of treating all resistance as if it were Level 1. Well-meaning leaders give people more information, hold more meetings, and make more PowerPoint presentations, when, in fact, something completely different is called for. And that's where Levels 2 and 3 come in.
- **Level 2 : I Don't Like It:** Level 2 is an emotional reaction to the change. Blood pressure rises, adrenaline flows, pulse increases. It is based on fear: People are afraid that this change will cause them to lose face, status, control – maybe even their jobs.
- **Level 3 : I Don't Like You:** In Level 3 resistance, people are not resisting the idea – in fact, they may love the change but they are resisting you. May be their history with you makes them wary. Perhaps they are afraid that this will be “a flavor of the month” like so many other changes, or that you won't have the courage to make the hard decisions to see this through.

Anderson classified Resistance to change in to situational variables and social-psychological and personality variables:

- **Situational Variables:** Threat of loss of position power, fear of the unknown, habit , altered social relationships, disruption of organizational cultural reality, previous exposure to failed change, perceived personal loss and gains from the change, peer group pressure and forced conformity of more powerful others, organizational climate , forced change and lack of participation in the change, poor communication, limited resources, vested interests, threat to self-image, personal appeals, sunken costs, loss of rewards and privileges, change which occurs too rapidly for the organization to adapt, prejudice towards the change agent, lack of skills required to change, employees are pleased with the way things are, and difference in opinion.
- **Social-psychological and personality variables:** Cognitive dissonance, Fear of the unknown, Faith in people/concern for others, Conservatism, Dogmatism , Admiration for status, and Machiavellianism.

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The reasons for resistance can be either personal or organizational. Some of the personal and organizational reasons for resisting change are: ( Steers ,1991 )

- Personal: Misunderstanding of purposes, mechanics or consequences of change, failure to see with the need for change, fear of the unknown, fear of loss of status, security, power, etc., lack of identification or involvement change, habit, vested interest in the status quo, and conflicting personal and organizational objectives
- Organizational: Reward system may reinforce status quo, interdepartmental rivalry or conflict leading to unwillingness to cooperate, sunk costs in past decisions and actions, fear that change will upset the current balance of power between groups and departments, prevailing organizational climate, structural rigidity, and past history of unsuccessful change. Greenberg states that the reasons for resisting change can be classified into three levels (Greenberg, 2001):
  - Level 1: Intellectual resistance to the idea itself: Relative advantage, compatibility, complexity, triability , and observability.
  - Level2: Deeper issues of resistance: Distrust of you or of the organization, bureaucratic culture, punishments and rewards, loss of respect, fear of isolation, events in the world, and resilience.
  - Level 3: Deeply Embedded Resistance: Combination of level 2 factors, historic animosity, and conflicting values and visions.

The best practice report reported two kinds of resistance. (Best Practices Report, 2003,):

- Employee resistance: Lack of understanding around the vision and need for change, Comfort with the status quo and fear of the unknown, Corporate history and culture, Opposition to the new technologies, requirements and processes introduced by the change, and Fear of job loss.
- Manager resistance: Loss of power and control, overload of current tasks, pressures of daily activities and limited resources, lack of skills and experience needed to manage the change effectively, fear of job loss, disagreement with the new way, and

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skepticism about the need for change. Phillips stated that resistance occurs because the change threatens our safety, our control or expectations ( Phillips, 2004):

Safety: Since my boss does not support your project, there is too much risk for me if I support it.

Control: Everyone intuitively knows that change ventures into the unknown. If I'm comfortable doing the work manually, and you want me to use a computer, you are asking me to lose control of the competence I have while learning a new method.

Expectations: Employees and organizations have reciprocal obligations and commitments, some stated, some implied. Taken together they define the relationship, which we call a compact, some components of which may be written, some not.

## **Previous Research**

Due to their relevance to current politics and company strategies, questions like whether older employees are more resistant to organizational change than younger employees seem to be of great importance, but are yet unresolved in psychological research .

Khassawneh (2005) conducted a study to investigate the main causes of employees' resistance to administrative change in bureaucratic organizations in Jordan. The impact of background variables on employees' assessment of change resistance causes was also examined. It has been found that the lack of employees' participation, inadequate incentives, distrust between employees and higher management, lack of clarity in the goals of change stand, in order, as the five highest causes of resistance to administrative change. The results of the study entailed no empirical support whatsoever to the existence of a relationship between employees' age, employees' level of education, and causes of change resistance. Heinrich ( 2004) conducted a study to provide an explanatory framework that accounts for potential age group differences in resistance to organizational change. Empirical results on age differences did not confirm prevalent hypotheses. Thus, stereotypes depicting older employees as more resistant to change than younger employees could not be supported

-----Reasons for Resisting Change in Al Azhar University - Gaza empirically.

Hawamedeh ( 2004 ) studied the factors of change in three major companies in Jordan (Cement, Potash and Phosphate companies). The research found out that these companies should encourage the employees to accept the change, and give them the opportunity to participate in all plans of change, and encourage them to be creative.

Alnaeem (2003) conducted a study aiming at measuring and identifying the managers' attitudes toward the application of organizational development in Saudi business organizations. In addition, the study aimed to investigate the relationship between the personal and organizational variables of managers and their attitudes towards organizational change. Moreover, this study seeks to compare Saudi and Non-Saudi managers in terms of their attitudes towards the application of organizational change. . Statistical results showed that managers' attitudes towards change are influenced by some of managers' personal and organizational characteristics such as: nationality (Saudi, Non-Saudi), managerial level, age, major, firm's activity, and size of firm.

Gaylor ( 2001) examined four factors identified in the literature as having an effect on employee openness to change. The results failed to support most of the previous research, which demonstrated that employee participation was the most crucial factor. The data also failed to support any relationship between an education and the employee's level of openness to change. However, an examination of indirect effects demonstrated support for previous research by showing a significant positive relationship between employee's trust in management and their participation in decision making as well as the communication and information system in the organizations. Further studies are needed to determine the true place of trust in law enforcement and other factors that might affect resistance to change among police officers. Al-Amery and Al-Fawzan (1997) conducted a study of change resistance in Saudi Arabia. It was found that the most significant source of employees' resistance of administrative change is related to miscommunication and bad coordination between employees and higher management. The second important cause of resistance pertains to nebulous technical procedures describing how change should be executed, while fear of losing job and/or job prerogatives comes in the third rank of importance. Al-Saedy and Al-

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Hussien (1996) conducted a study on the Jordanian Islamic Bank, it was revealed that the primary reasons for change resistance are: employees belief that change is unsuccessful and that it is better to preserve the status quo, and their expectation that change would disrupt existing social relations with colleagues and impose new ones.

Huber and Glick (1996) conducted a study to find out the factors that contribute to resistant to change. It was found that neither age nor education correlated with resistant to change either individually or collectively. Calhoun et al (1989) studied the introduction of computer technology in the Canadian health care environment which necessitates an adaptation by hospital employees in order to perform their jobs. One thousand twenty-two hospital staff were surveyed immediately following their initial orientation to computers. The survey identified attitudes toward change, and the use of computers in the workplace. Demographic data and job classifications of all respondents were tabulated. Hypotheses were tested regarding the relationships between age, formal education, and duration of employment, and attitudes toward computers and change. Results indicated a generally positive response toward the use of computers in the workplace and to change in general. However, statistically significant results were obtained indicating that age, level of education, and length of employment affect the degree of positive response to both computers and change. The results suggest that demographic variables such as age, level of education, and employment duration must be taken into consideration when planning for the implementation of computer systems in the health care setting

## **Results and discussion**

### **One sample Kolmogorov test**

Kolmogorove-Smirnov test is used to identify if the data follows normal distribution or not. In this sense, this test is necessary when testing hypotheses, since most parametric testing stipulate that data are to be normally distributed.

**Table (6): (1-sample K-s)(Smirnov Test , - Kolmogorov**

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No	Dimension	No. parag	Z value	Sig.
1	Human Reasons	27	0.861	0.449
2	Organizational Reasons	14	0.437	0.991
3	Personal and Psychological Reasons	6	1.119	0.163

Table (6) shows that the SIG value for each item is greater than 0.05 which indicates that the data follows normal distribution and therefore parametric test will be used.

- **What are the reasons for resisting change in Al Azhar University from its administrative staff point of view?**

#### **Dimension 1: Human Reasons**

It is clear from table (7) that the human factors that are considered to be reasons for resisting change are those that have a T value of more than 1.67 and a ratio weight of more than 60%. Accordingly, the human reasons for resisting change from the respondents point of view are paragraph number 23, 3, 8, 9, 17, 24, 21, 25, 22, and 20.

**Table (7): The arithmetic mean, ratio weight, T-value, and the significant for each paragraph of the first dimension (Human Reasons )**

no	Paragraph	Strongly Disagree (%)	Disagree (%)	Don't know (%)	Agree (%)	Strongly Agree (%)	Mean(5)	Ratio weight (%)	T value	Sig.	الترتيب
1	Fear of the unknown	17.4	29.0	13.0	27.5	13.0	2.90	58.0	7.61	0.01	12
2	Fear of failure	25.4	49.3	11.9	10.4	3.0	2.16	43.2	3.95	0.01	22
3	I resist change because I have to learn something new	8.7	4.3	7.2	49.3	30.4	3.88	77.6	15.8	0.01	2
4	Change will require new	10.8	38.5	13.8	30.8	6.2	2.83	56.6	8.02	0.01	13

	skills and behaviors that I do not have										
5	Change will affect my personal interests	29.4	44.1	10.3	13.2	2.9	2.16	43.2	3.72	0.01	23
6	Not understand what the organization is trying to accomplish	28.4	44.8	16.4	7.5	3.0	2.12	42.4	3.65	0.01	24

Table (7): The arithmetic mean, ratio weight, T-value, and the significant for each paragraph of the first dimension (Human Reasons )

no	paragraph	Disagree (%)	Strongly Disagree (%)	Don't know (%)	Agree (%)	Strongly Agree (%)	Mean(5)	Ratio weight (%)	T value	Sig.	الترتيب
7	Not knowing why change is important	22.1	41.2	19.1	10.3	7.4	2.40	48.0	5.16	0.01	18
8	Conflicting personal and organizational objectives	2.9	5.8	23.2	42.0	26.1	3.83	76.6	18.1	0.01	3
9	I have prejudice towards the change agents	2.9	14.5	17.4	29.0	36.2	3.81	76.2	15.2	0.01	4
10	Costs of the change are more than the benefits	13.2	54.4	14.7	10.3	7.4	2.44	48.8	5.86	0.01	16
11	I am pleased with the way things are	23.5	42.6	20.6	13.2	0	2.24	44.8	4.83	0.01	19
12	There is no need for change	41.2	36.8	11.8	8.8	1.5	1.93	38.6	2.09	0.01	27



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 Table (7): The arithmetic mean, ratio weight, T-value, and the significant for  
 each paragraph of the first dimension (Human Reasons )

no	paragraph	Strongly (%) Disagree	Disagree (%)	Don't know (%)	Agree (%)	Strongly Agree (%)	Mean(5)	Ratio weight (%)	T value	Sig.	الترتيب
13	Things will improve with out the need for change	23.5	52.9	19.1	2.9	1.5	2.06	41.2	3.88	0.01	25
14	Threat of loss of position power	29.0	50.7	13.0	5.8	1.4	2.00	40.0	3.07	0.01	26
15	Comfort with the status quo (habit )	14.7	35.3	13.2	33.8	2.9	2.75	55.0	7.65	0.01	15
16	Change will alter my social relationships	18.8	46.4	13.0	15.9	5.8	2.43	48.6	5.55	0.01	17
17	Corporate history and culture do not support change	2.9	15.9	14.5	44.9	21.7	3.67	73.4	15.3	0.01	5
18	Perceived personal loss are more than the gains from the change	14.5	62.3	13.0	7.2	2.9	2.22	44.4	5.11	0.01	20

Table (7): The arithmetic mean, ratio weight, T-value, and the significant for  
 each paragraph of the first dimension (Human Reasons )

no	paragraph	Strongly (%) Disagree	Disagree (%)	Don't know (%)	Agree (%)	Strongly Agree (%)	Mean(5)	Ratio weight (%)	T value	Sig.	الترتيب
19	Peer group	23.2	49.3	13.0	13.0	1.4	2.20	44.0	4.45	0.01	21

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	pressure and forced conformity of more powerful others										
20	Forced change and lack of participation in the change	11.6	30.4	15.9	27.5	14.5	3.03	60.6	8.79	0.01	10
21	Poor communication	3.0	13.4	26.9	41.8	14.9	3.52	70.4	15.0	0.01	7
22	limited resources	4.4	25.0	17.6	39.7	13.2	3.32	66.4	12.1	0.01	9
23	The benefit is for the agent	1.4	14.5	14.5	27.5	42.0	3.94	78.8	16.6	0.01	1
24	My boss does not support change	1.4	27.5	14.5	29.0	27.5	3.54	70.8	12.8	0.01	6
25	The cost of change is high	11.9	28.4	23.9	28.4	7.5	3.36	67.2	3.58	0.01	8
26	change occurs too rapidly for the organization to adapt	8.7	24.6	31.9	29.0	5.8	2.99	59.8	10.2	0.01	11
27	lack of skills required to change	10.3	35.3	26.5	23.5	4.4	2.76	55.2	8.46	0.01	14
Human Reasons) ( dimension							3.34	66.8	21.1	0.01	

T value from table at significant level 0.05 and freedom degree 67=1.67

The first human reason for resisting change is the belief that the benefits of the change is for the change agents and not for the employees and the organizations. This can be explained by the fact that the staff had experienced previous changes where the benefits were gained by the change agents only. This result is consistent with ( Maurer,2007) and (Greenberg, 2001) who stated that people are not resisting the idea, in fact, they may love the change but they are resisting the change agent. The second human reason for resisting change is the belief that change will force the staff to learn something new. This can be explained by the lack of training and development programs for the university administrative staff. The staff feel that if the change required them to learn new things the university will not

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provide them with the opportunity to be trained. This result is consistent with (Phillips, 2004) and (De Jager, 2001) who stated that people resist change because they feel they will lose control of the competence they have while learning a new method. Conflicting personal and organizational objectives is another human reason for resisting change as indicated by the results of the research. This conflict can be explained by the lack of a strategic plan for the university where personal and organizational objectives are addressed. This result is consistent with (Steers, 1991) who stated that one of the reasons for resisting change is the conflicting personal and organizational objectives. The results of the research indicate that another important human reason for resisting change is the belief that the corporate history and culture of the university do not support change. This can be explained by the fact that the employees had witnessed many unsuccessful changes throughout the history of the university. This result is consistent with the (Best Practices Report, 2003) which stated that corporate history and culture is one of the reasons for resisting change and with (Greenberg, 2001) who identified bureaucratic culture as a deep issue of resistance. Lack of support from the boss is another important reason for resisting change according to the results of this study. The staff feels that there is too much risk for them to support the change if the boss does not support it. This result is consistent with (Phillips, 2004) who identified safety as a reason for resisting change. The research indicates that poor communication is another human reason for resisting change.

This result is consistent with (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com).) who stated that people will resist change if it is poorly communicated to them and with (Maurer, 2007) who stated that level one resistance to change may come from lack of information. Another important and closely related reason for resisting change as indicated by the respondents is the belief that the cost of the change is high and the limited resources. This belief is justified since the staff lack awareness on the new management concepts such as Quality Improvement tools that can be used to utilize the current resources to implement certain changes with the least possible costs.

This result is consistent with (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com).) and (Steers, 1991) who stated that

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high cost is a reason for resisting change and with( Best Practices Report, 2003) and (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com).) who stated that limited resources is an important reason for resisting change. The last significant human reason for resisting change from the respondents's point of view is forced change and lack o participation in the change. This result is closely linked to the previous results especially the poor communication and the conflicting personal and organizational objectives. The absence of a shared strategic plan that is effectively communicated leads to the feel of forced change and lack of participation. This result is consistent with (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com). ) who stated that forced change and lack o participation in the change is an important reason for resisting change. The remaining human reasons for resisting change were not proved to be significant from the participant point of view.

## **Dimension 2:Organizational Reasons**

It is clear from table (8) that the respondents agreed on most of the paragraphs in this dimension. All the organizational factors are considered to be reasons for resisting change except paragraph number 1, 3, 4, 5, 8 and 11.The ratio weight for these paragraphs are less than 60%. The most frequent organizational reasons or resisting change from the respondents point o view are paragraphs number 9, 12, 14, 10, 13, 6, 7, and 2. All these paragraphs have a T value of more than 1.67 and a ratio weight of more than 60%.

**Table (8): The arithmetic mean, ratio weight, T-value, and the significant for each paragraph of the second dimension (Organizational Reasons )**

no	paragraph	Strongly (%) Disagree	Disagree (%)	Don't know (%)	Agree (%)	Strongly Agree (%)	Mean(5)	Ratio weight (%)	T value	Sig.	الترتيب
1	Change will lead to disruption of organizational cultural reality	13.4	4.0	9.0	28.	9.0	2.7	55.	7.343	0.01	12
2	Change was never implemented in my organization	5.8	30.	17.	26.	20.	3.2	65.	10.45	0.0	8
3	I like the idea but	14.5	31.	17.	27.	8.7	2.8	56.	7.891	0.0	11

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	the timing is wrong										
4	There is no time for change	14.9	41.	17.	16.	9.0	2.6	52.	6.574	0.0	14
5	There is no evidence that the proposed change will succeed	8.7	21.	23.	30.	15.	3.2	58.	10.68	0.0	9
6	I am not involved in the change process	8.7	24.	10.	39.	17.	3.3	66.	10.82	0.0	6
7	Change will lead to new work procedures	8.7	26.	14.	31.	18.	3.2	65.	10.33	0.0	7
8	I resist change to protect what I feel is the best interests of my organization	14.7	32.	25.	20.	7.4	2.7	54.	7.528	0.0	13
9	Reward system may reinforce status quo	2.9	17.	10.	42.	27.	3.7	74.	15.17	0.0	1
10	interdepartmental rivalry or conflict leading to unwillingness to change	1.4	20	13.	46.	18.	3.6	72.	15.19	0.0	4

**Table (8): The arithmetic mean, ratio weight, T-value, and the significant for each paragraph of the second dimension (Organizational Reasons )**

no	paragraph	Strongly (%) Disagree	Disagree (%)	Don't know (%)	Agree (%)	Strongly Agree (%)	Mean(5)	Ratio weight (%)	T value	Sig.	الترتيب
11	Fear that change will upset the current balance of power between groups and departments	7.2	3.3	13.	34.	11.	3.1	57.	9.890	0.0	10
12	Prevailing	4.3	15.	8.7	50.	20.	3.6	73.	14.98	0.0	2

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	organizational climate does not support change										
13	Past history of unsuccessful change.	7.5	19.	16.	38.	17.	3.4	68.	11.75	0.0	5
14	Structural rigidity does not facilitate change	4.3	18.	11.	36.	29.	3.6	73.	13.72	0.0	3
Organizational Reasons) ( dimension							3.2	64.	23.10	0.0	

T value from table at significant level 0.05 and free

The first organizational reason for resisting change is not linking the reward system to the change process ( 74.8%). The current reward system in the university does not encourage new initiatives and rewards are not linked to changes that bring improvements in the organization. The result is consistent with (Steers,1991) who stated that one of the organizational reasons for resisting change is when the reward system reinforces status quo. The next organizational reasons for resisting change is the organizational climate (73.4%) and structure (73.4). The respondents believe that the prevailing organizational climate and the rigid organizational structure do not support change. The turbulent internal and external environment of the university does not allow the employees to implement change initiatives. The participants also believe that the rigidity of the current organizational structure is a reason for resisting change. This result is linked to the fact that the current organizational structure in the university is not clear which lead the top management of the university to form a committee to establish a formal organizational structure that includes all the levels of management. These results are consistent with (Steers,1991) who stated that the prevailing unsupportive organizational climate and the structural rigidity are amongst the organizational reasons for resisting change. The research indicates that interdepartmental conflict or rivalry leading to unwillingness to cooperate is one of the organizational reasons for change (72.2%) .This result is supported by the fact that most departments in the university work independently from each other and communication and coordination between them is poor. This result is

-----Reasons for Resisting Change in Al Azhar University - Gaza consistent with (Steers, 199) who identified interdepartmental conflict or rivalry as an organizational reason for resisting change. The past history of unsuccessful change came in the fifth place ( 68%) and this result is consistent with ( Steers,1991) and (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com).) who stated that the organizational past history of unsuccessful change is one of the reasons for resisting change. The research indicates that lack of involvement is another reason for resisting change (66.4%) which is consistent with Steers,1991), (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com).) and (Richardson, 1997) who identified lack of involvement as a reason for resisting change. The research indicates that the fear that change may impose new working methods and procedures is another organizational reason for resisting change (65.2%). This is consistent with ( Best Practice Report,2003) and ( Phillips, 2004) as this reason is identified by them as an organizational reason for resisting change. Lack of experience in implementing change is amongst the most significant reasons for resisting change (65%).This is consistent with( Best Practice Report,2003), and , (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com). ) who stated that lack of skills and experience are amongst the reasons for resisting change.

### Dimension 3: Personal and Psychological Reasons

Table (9) shows that the respondents did not agree on all of the paragraphs in this dimension. The ratio weight for all the paragraphs are less than 60%.

**Table (9) :The arithmetic mean, ratio weight, T-value, and the significant for each paragraph of the third dimension (Personal and Psychological Reasons)**

no	paragraph	Strongly Disagree (%)	Disagree (%)	Don't know (%)	Agree (%)	Strongly Agree (%)	Mean(5)	Ratio weight (%)	T value	Sig.	الترتيب
1	Change contradicts with my beliefs	15.	58.	10.	10.	5.8	2.3	46.	5.132	0.0	2
2	Fear of the unknown	18.	34.	17.	26.	2.9	2.5	51.	6.650	0.0	1
3	I do not care about the	33.	52.	8.7	2.9	2.9	1.9	38.	2.125	0.0	6

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	interests of others										
4	I resist change because I am conservative	29.	52.	10.	5.8	2.9	2.0	40.	3.022	0.0	4
5	My way of thinking is not open	37.	43.	8.7	7.2	2.9	1.9	38.	2.231	0.0	5
6	Admiration for status	29.	35.	2.6	13.	1.5	2.2	44.	4.272	0.0	3
Personal and Psychological Reasons) (dimension							2.1	43.	5.58	0.0	

**T value from table at significant level 0.05 and freedom degree 67=1**

This result contradicts with (Anderson, [www.andersonconsulting.com](http://www.andersonconsulting.com)), (Steers,1991),and (Kotelnikov,[www.1000ventures.com/business\\_guide/crosscuttings/change\\_resistance.html](http://www.1000ventures.com/business_guide/crosscuttings/change_resistance.html)) who stated that fear of the unknown, conservatism, admiration for status, contradiction with beliefs and thinking, and not caring about the interests of others are amongst the personal and psychological reasons for resisting change.

To summarize, table (10) shows that the most frequent reasons for resisting change are the organizational reasons with a ratio weight of 64.72%.This is followed by the human reasons with a ratio weight of 56.73%.The Personal and Psychological Reasons came in the third place with a ratio weight of 43.31%.

**Table ( 10 ): The arithmetic mean, ratio weight, T-value, and the significant for each dimension and the total dimension**

N0	Dimension	mean	S. D.	Ratio weight (%)	T value	Sig	الترتيب
1	Human Reasons	2.8205	0.4421	56.73	21.618	0.01	2
2	Organizational Reasons	3.2359	0.5631	64.72	23.101	0.01	1
3	Personal and Psychological Reasons	2.1657	0.7376	43.31	5.583	0.01	3

**T value from table at significant level 0.05 and freedom degree 67=1.6**

- **Is there a significant statistical differences in the reasons for resisting change in Al Azhar university due to demographic**



-----Reasons for Resisting Change in Al Azhar University - Gaza variable (age, educational level) and job related variable (years of experience, managerial level )?

**Hypethesis1: "There is no significant statistical differences in Reasons for resisting change in Al Azhar university due to age as a demographic variable"**

**Table (11): One –Way Anova test for the reasons for resisting change in Al Azhar university due to age as a demographic variable**

no	Dimension	Source	Sum of Squares	df	Mean Square	F value	Sig.
1	Human Reasons	Between Groups	0.137	3	0.046	0.226	0.878
		Within Groups	13.153	65	0.202		
		Total	13.290	68			
2	Organizational Reasons	Between Groups	1.271	3	0.424	1.357	0.264
		Within Groups	20.288	65	0.312		
		Total	21.558	68			
3	Personal and Psychological Reasons	Between Groups	0.469	3	0.156	0.278	0.841
		Within Groups	36.524	65	0.562		
		Total	36.993	68			
	Total dimension	Between Groups	0.202	3	0.067	0.298	0.827
		Within Groups	14.702	65	0.226		
		Total	14.904	68			

F value at freedom degree (3,65) at significant level 0.05=3.31

F value at freedom degree (3,65) at significant level 0.01= 4.66

Table (11) shows that all the calculated F values are less than the F values from the table at both significant levels (0.01, 0.05).This indicates that there is no significant statistical differences in the reasons for resisting change in Al Azhar university due to age as a demographic variable. This is consistent with Khassawneh (2005)

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who found out that there is no empirical support whatsoever to the existence of a relationship between employees' age and causes of change resistance. The result is also consistent with Heinrich (2004) who concluded that stereotypes depicting older employees as more resistant to change than younger employees could not be supported empirically. Huber and Glick (1996) also found that age is not correlated with resistant to change either individually or collectively. The result contradicts with Alnaeem (2003) who found out that managers' attitudes towards change are influenced by some of managers' personal and organizational characteristics such as age. Calhoun et al (1989) also found that demographic variables such as age must be taken into consideration when planning for the implementation of computer systems in the health care setting. The result shows that despite the assumption that age is positively correlated with resistant to change because older employees may have more to loose and less opportunity to recover, age is not a determinant factor of organizational change because older staff do initiate and accept changes to reduce risks.

**Hypothesis 2: "There is no significant statistical in Reasons for resisting change in Al Azhar university due educational level as a demographic variable"**

**Table (12 ): One –Way Anova test for the reasons for resisting change in Al Azhar university due to education level as a demographic variable**

no	Dimension	Source	Sum of Squares	df	Mean Square	F value	Sig.
1	Human Reasons	Between Groups	0.066	3	0.022	0.107	0.955
		Within Groups	13.224	65	0.203		
		Total	13.290	68			
2	Organizational Reasons	Between Groups	0.781	3	0.260	0.815	0.490
		Within Groups	20.777	65	0.320		
		Total	21.558	68			

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<b>3</b>	<b>Personal and Psychological Reasons</b>	<b>Between Groups</b>	<b>0.845</b>	<b>3</b>	<b>0.282</b>	<b>0.506</b>	<b>0.679</b>
		<b>Within Groups</b>	<b>36.149</b>	<b>65</b>	<b>0.556</b>		
		<b>Total</b>	<b>36.993</b>	<b>68</b>			
	<b>Total dimension</b>	<b>Between Groups</b>	<b>0.418</b>	<b>3</b>	<b>0.139</b>	<b>0.625</b>	<b>0.601</b>
		<b>Within Groups</b>	<b>14.486</b>	<b>65</b>	<b>0.223</b>		
		<b>Total</b>	<b>14.904</b>	<b>68</b>			

**F value at freedom degree (3,65) at significant level 0.05=3.31**

**F value at freedom degree (3,65) at significant level 0.01= 4.6**

Table (12) shows that all the calculated F values are less than the F values from the table at both significant levels ( 0.01, 0.05 ).This indicates that there is no significant statistical differences in the reasons for resisting change in Al Azhar university due to education level as a demographic variable . This is consistent with Khassawneh (2005) who found out that there is no empirical support whatsoever to the existence of a relationship between employees' level of education and causes of change resistance. Gaylor (2001) also found out data failed to support any relationship between an education and the employee's level of openness to change. Huber and Glick (1996) also found that the level of education is not correlated with resistant to change either individually or collectively. The result however contradicts with Calhoun et al (1989) found that demographic variables such as level of education must be taken into consideration when planning for the implementation of computer systems in the health care setting. The result of this study can be explained by the fact that higher levels of education result in more complex approaches to problem solving and decision making. Thus highly educated staff are more likely to be receptive to change and more likely to detect the need for it.

**Hypothesis 3: "There is no significant statistical in Reasons for resisting change in Al Azhar university due to managerial level as a job related variable"**

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**Table ( 13 ): One –Way Anova test for the reasons for resisting change in Al Azhar university due to managerial level as a job related variable.**

no	Dimension	Source	Sum of Squares	df	Mean Square	F value	Sig.
1	Human Reasons	Between Groups	0.065	2	0.032	0.162	0.851
		Within Groups	13.225	66	0.200		
		Total	13.290	68			
2	Organizational Reasons	Between Groups	0.390	2	0.195	0.608	0.548
		Within Groups	21.168	66	0.321		
		Total	21.558	68			
3	Personal and Psychological Reasons	Between Groups	0.060	2	0.030	0.054	0.948
		Within Groups	36.933	66	0.560		
		Total	36.993	68			
	Total dimension	Between Groups	0.058	2	0.029	0.128	0.880
		Within Groups	14.846	66	0.225		
		Total	14.90	68			

F value at freedom degree (2, 66) at significant level 0.05 =3.98

F value at freedom degree (2, 66) at significant level 0.01 = 5.72

Table (13) shows that all the calculated F values are less than the F values from the table at both significant levels ( 0.01, 0.05 ).This indicates that there is no significant statistical differences in the reasons for resisting change in Al Azhar university due to managerial level as a job related variable. This result contradicts with Alnaeem (2003) who found out that managers' attitudes towards change are influenced by some of managers' characteristics such as managerial level. This result shows that managerial level is not a determinant factor of organizational change.

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**Hypothesis 4: "There is no significant statistical in Reasons for resisting change in Al Azhar university due to years of experience as a job related variable".**

To test this hypothesis, One- way Anova test has been used. The following table shows the results

**Table ( 14 ): One –Way Anova test for the reasons for resisting change in Al Azhar university due to years of experience as a job related variable.**

no	Dimension	Source	Sum of Squares	df	Mean Square	F value	Sig.
1	Human Reasons	Between Groups	0.723	3	0.241	1.247	0.300
		Within Groups	12.567	65	0.193		
		Total	13.290	68			
2	Organizational Reasons	Between Groups	1.372	3	0.457	1.472	0.230
		Within Groups	20.187	65	0.311		
		Total	21.558	68			
3	Personal and Psychological Reasons	Between Groups	0.285	3	0.095	0.168	0.917
		Within Groups	36.708	65	0.565		
		Total	36.993	68			
	Total dimension	Between Groups	0.333	3	0.111	0.496	0.687
		Within Groups	14.571	66	0.224		
		Total	14.904	68			

F value at freedom degree (2, 66) at significant level 0.05=3.98

F value at freedom degree (2, 66) at significant level 0.01= 5.72

Table (14) shows that all the calculated F values are less than the F values from the table at both significant levels ( 0.01, 0.05 ).This indicates that there is no significant statistical differences in the reasons for resisting change in Al Azhar university due to years of experience as a job related variable. This result contradicts with Calhoun et al ( 1989 ) who found out that and length of employment affect the degree of positive response to both computers and change. The result of this study shows that years of experience is not a

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determinant factor of organizational change. The result confirms the previous results that other reasons ( human and organizational ) are more important.

## **Conclusions**

This research indicates that the most common reasons for resisting change are:

### **Human reasons:**

1. The belief that the benefits of the change is for the change agents and not for the employees and the organizations.
2. The belief that change will force the staff to learn something new.
3. Conflicting personal and organizational objectives
4. The belief that the corporate history and culture of the university do not support change.
5. Lack of support from the boss
6. Poor communication.
7. The belief that the cost of the change is high and the limited resources
8. Forced change and lack of participation in the change.
9. The absence of a shared strategic plan that is effectively communicated

### **Organizational reasons:**

1. Not linking the reward system to the change
2. The organizational climate and structure is not supportive to the change
3. Interdepartmental conflict or rivalry
4. The past history of unsuccessful change
5. Lack of involvement
6. The fear that change may impose new working methods and procedures
7. Lack of experience in implementing change

The research also indicates that there is that there is no significant

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statistical differences in the reasons for resisting change in Al Azhar university due to demographic variables (age, educational level ) and job related variables (years of experience , managerial level ).This result confirms the previous results which indicates that the most significant reasons for resisting change are the organizational reasons and not the personal / psychological reasons.

### **Personal and Psychological Reasons:**

The research found that resistance to change is not attributed to any Personal and Psychological Reasons.

## **Recommendations**

### **Human Level:**

1. A selection criteria for change agents should be developed to ensure that those who will lead the change have suitable characteristics and that the employees will not have prejudice against them. Change agents always need the ability to get all people affected by the project involved, to ensure their support and commitment. This requires a high competency as the basis for acceptance as well as soft skills, which are often summarized as emotional intelligence. This includes the ability to communicate, to understand and to take into account opinions and doubts of others.
2. A training and development program which is consistent with the future plan of the university should be developed.. This will ensure that the staff will be ready for any future change that requires learning new things. The university should make sure to provide training, whether it is provided by an outside vendor, or by you or another member of the staff. Tools or documentation that the staff will need should be provided . There should not be an assumption that the staff will automatically be able to run a new program or implement a new process. There should be an understanding that the staff will make mistakes. Constructive feedback should be provided and staff should know that they have someone they can go to if they have questions .
3. A strategic and operational plan with participation and involvement of all staff including the administrative staff should be developed.

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This will overcome any possible resistance to the changes that will be included in the strategic plan and will overcome any conflicting personal and organizational objectives.

4. The current formal and informal communication systems should be improved. The university can make good use of the modern communication tools such as the internet to communicate the required information to the concerned persons. One of the best ways to overcome resistance to change is to educate people about the change effort beforehand. Up-front communication and education helps employees see the logic in the change effort. This reduces unfounded and incorrect rumors concerning the effects of change in the organization. The university should make sure to develop a clear communication plan using a variety of resources.
5. Top management in the university should advocate the change. If employees believe their boss or other important individuals/groups don't support the change, acceptance is difficult to secure .
6. The university should try to build flexible culture that prompts people to embrace change more willingly and quickly. This can be reflected in the way information travels across its various levels and also how decisions are made. Flexibility implies a bureaucracy-free culture that encourages open communication and quick decision-making.
7. The university should focus on integrating the organizational objectives with the personal objectives of its staff. The employees should not perceive that organizational objectives of the change and their own personal goals are incompatible. Resistance is increased if employees believe the change will block or significantly restrict the achievement of their own personal ambitions.

#### **Organizational level**

1. The university should improve the current reward system where more focus should be on rewarding change initiatives. The top management of the university has to sell the idea of change. They have to make the change sound so overwhelmingly great that the resistors would be silly not to accept it. This can be compounded with a reward system. If the resistors are not impressed with the



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rewards offered by the organization, then the reward system needs to be altered to fit that individual's or group's need.

2. A stable and supportive organizational climate should be maintained and secured. In particular management styles should become participative and facilitative. The staff should focus on being accountable and on continuous improvement. Furthermore , The future organizational structure should be flexible to facilitate change initiatives.
3. Interdepartmental rivalry and conflict should be resolved. Communication and coordination between departments should be strengthened.
4. Staff members should be involved in the change process. When employees are involved in the change effort they are more likely to buy into change rather than resist it. This approach is likely to lower resistance and those who merely acquiesce to change. People support what they helped create. If employees do not believe they have enough input in planning change, resistance may increase.
5. The university should focus on having a success story of change. This is because the employees have been exposed to a long history of poorly-executed changes. If the employees believe that the organization is involved in another ill-planned change, their enthusiasm will be greatly diminished and their resistant will be increased.

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