

THE EFFECTIVENESS OF ORGANIZATIONAL CHANGE ON ORGANIZATIONAL SUCCESS

Mohammed Ali MOHAMMED,

*Business and Management Department, Tishk International University,
mohamadali0300@gmail.com*

Abstract

This research illustrates organizational change process that can involve succeeding and developing process of the organization and aims to being more stable in case of doing this process correctly and scientifically. This process contributes to show right way to managements care more about essential factors which have the most important effect on organizational success. This study collected the data from a private company with doing interview to 23 employees of total 28 employees because of limitation of total attentive employees inside the company. The correlation coefficient formula and regression formula were used to analyze the collected data. It was clear that leadership and training and job design are the most effective variables in organizational change process. Further, the leadership was the most important factor on turnover intention of employees.

Keywords: *Organizational Change, Organizational Success, Leadership, Training, Job Design, Participative Decision Making, Rewarding*

DOI: 10.31039/jgss.v3i10.20

1. Introduction

Organizations exist to make a process for achieving the specific goals (in general; it can be profit for profitable organizations or doing charity tasks from the non-profitable organizations). So, the main purpose of organizational existence is to coordinate groups of people who work together to obtain more achievements compared to trying individually (Coates, 1996; Hadziahmedovic et al., 2020). Obviously, organization is based on achieving goals through process, which is reliant on the main characteristics of the organization which is people (Budur and Poturak, 2021). By changing the model of management, it appropriately affects the organizational theory, design, culture, structure, and change (Robbins, 2012).

At today's global management, organizations seek adaptation with the modern world and to update and empower their shares in the societies, therefore all are supposed to change which is the major component for survival and progress. If no change will occur in the organization, there is no probability to remain on the track of organizational competition and ultimately face extinctions soon (Harris, 2009). Organizational success depends on organizational adaptation and change. Therefore, they should be aware of how this change will occur and although the update of their knowledge is reliant on the modern management and how employees accept and embrace this task (Gilmore, 1997; Torlak et al., 2019). However, it is revealed that only one-third of the organizational changes will be considered as successful process by the organization leaders because of not following the right procedures till results or just changing partially entire the organizations without assessing its effect scientifically (Meaney, 2008). It goes forward somehow deep, how this change can affect the organization and has impact on the success (Budur et al., 2021). We argue about some issues that organizations will face if they delay or prevent their organizations from changing and what will happen to them gradually.

While the universe faces progress and development, strategies of management will also change. These changes affect the organizations to re-structure their hierarchy and respond to changes. So, there are some major aims of this paper which explains:

- Main roles of organizations with their responses to organizational culture.
- How organizational changes will occur in a proper direction.
- How organizational changes can enhance and boosts organizational success.
- The probability of embracing or preventing change in the organization with their destiny.

Wherefore, this paper tried to scrutinize organizational change at a specific company. Now the company is working on updating its management and coordination system for employees and clients. The company started with the re-structuring of the company's hierarchy and re-arrangement of employees' tasks and responsibilities. That is why we tried to examine the company's current position for the organizational change and how sufficiently company can avail from basic elements and factors which have influence on the organizational change.

2. Literature View

To begin with the importance of the organizational structure, it helps achieving its goals. On the other hand, where the strategy is tied with structure to do tasks and reach goals. As Alfred Chandler discovered this relationship between organizational structure and strategy led to changes (Chandler, 1962). For example, the organic structures work well with free-flowing information and knowledge and flexibility while the organization is looking to be unique in innovation (Demir et al., 2021). However, the mechanistic organizations work better in cost controlling because of having characteristics of stability, tight controls, and efficiency for carrying out works (Kim, 2009; Robbins, 2012). Although, there is an internal subsystem in the organization that allows people to adapt with organizational environment which is organizational culture (Zaim et al., 2021; Demir and Bulut, 2018). Whenever any organization has a culture which gives certain features of its personality. Also, by itself is a culture like a system of knowledge sharing, cooperating, and letting individuals explain events by themselves (Budur and Demir, 2022; Woszczyzna, 2014).

If the environment is uncertain, and external and internal factors are changeable and create demand to change in structure periodically. These factors have affected the organizational change and made it needed when the organizational structure no longer supports achieving goals (Poturak et al., 2021; Robbins, 2012). Organizational culture is one of the major factors correlated with going toward the change and plays a key role in this process (Janićijević, 2011; Pool, 2000; Demir, 2021) Organizational culture may affect organizational change in both sides; helping or hindering, in the result of relations which changing one of both can influence another. Whenever the organizational culture gives certainty to members and consistency for the organization which they want. So, any effort to make changes in the organization might cause a threat to the organizational culture. Challenges will come over the culture of the organizations, will face the resistances strongly. These resistances will come after because of changing outcomes of uncertainty (Janićijević, 2013; Martin, 2013).

Overall, the organizational change could be defined as the transformation of the organization between pair time spots which this transformation consists of shifting many structural components of the organization. The major focus here is the comparison of the organization between two points to analyze the status and it is shifted at the ultimate form (Barnett, 1995).

In addition, the organizational change will not occur unless the critical reason exists. Because of resistance by the organizations and their individuals. They do not accept change unless in case of need and obligated situation. Such as existing a pain and by change, it can be treated (Moran, 2001). Based on this perspective, the organizational change will not happen only because of being clever idea contrast, the change should happen when it is needed. Effective managers must understand this view and encourage others to recognize that the organization must follow the change process to survive, if not it will face disappearing (Budur, 2018; Conner, 1990). Organizational change might come with some benefits and certain disadvantages, depending on the awareness of management staff, and embracing the change process from employees. Briefly here are the main consequences of the organizational change.

The major benefits can be started with the innovation. One of the powerful consequences that can change process gives the company is to explore innovative ideas, strategies, and products to increase the power of the company and grow. In addition, organizational change can affect company diversification. The organizational change may come with some opportunities for the company (Barnett, 1995; Benn, 2014). At first, it might be shown to be somehow difficult but if the company can explore them and will be successful, the more profits are waiting for it from all concerned sides. Even communication can be improved because of this changing process inside the company by inviting participation and creating a link to similar task holders.

However, the organizational change can be beneficial for the company, on the other hand, it might bring a lot of problems and disadvantages (Kotter, 1989; Demir, 2019). It may cost more than the company predicted because each changing process costs such as changing oil in a car costs time, materials, and money. It is same for changing in a company for altering the morality, attitude, and employee behavior and customer satisfaction. Hence, the comparison between costs and benefits must be made for clarification to success in the process. Because of existing two resistant factors which are lack of knowledge about the changing process and fear of the unknown consequences of it, people may prevent embracing changing process. So, these two factors can be a threat to organizations (Self, 2009). It might happen when an organization has an issue and needs to solve it. Acting prematurely to change is dangerous if it is assumed the root of the problem is known. Before starting the process of change, it should be clarified well and selected scientific method to reach the goal (Taylor, 2018; Will, 2015).

In this respect, the current paper will investigate the adjustment of the organization in the following factors: Leadership, educating and Training, Job design, Participative decision making and rewarding. First, leadership can be explained as a process of effecting over the activity's ether by a person or group in case of achieving desired goals in many situations. It is defined as the major ability to move, influence, motivate, invite, direct, advise, guide, order, command, prohibit, even punish effectively and efficiently (Fatimah, 2022; Torlak et al., 2021). Next, educating and training have influenced the accomplishment of the organization goal by associating the interests of the employees and organizations (Stone, 2020). Because of increasing and having influence on the employees and organizational performance, they have been the most crucial factor in today's business world (Khan, 2011). Then, job design can be clarified as a process that shows characteristics and conditions of a job and job environment which are correlated with job content (Belias, 2013). This job design process includes set of procedures managed and justified the job to increase the proper relationship between employees and jobs by developing job conditions to boosting production efficiency and shortening the required time to carry out the organizational goals (Nawwaf Al-Sahli, 2022; Zareen, 2013). In addition, participative decision making is defined as to involve communicating, interacting with various levels of management, and giving the ability to employees to take part in decision making process wherever it is related to their jobs (Noah, 2008; Knezović, 2022). Also, rewarding system is identified as the vital instrument which is used to motivate employees by the managements in desired approaches and leads to increase organizational performance (Tsegaye, 2022). However, controlling can be described as a comprehensive and effective tool which provides a suitable environment to increase productivity and growth. Further, controlling is the company's evaluation process based on the aims of the related departments (Dler, 2021). Additionally, controlling is an automatic factor that gives the motivation for the employees to focus on their standards and performances (Celik and Yildiz, 2017). Moreover, it helps to apply effective management of organizational change during practicing and ideas in enterprises (Mkrtychyan, 2022; Sklenicka, 2022).

Finally, contribution is the participation of organizational members according to their responsibilities and roles to build a correlated effort. It leads to division of labor and specialization for the organization. Thus, specialization improves the quality of the products and services, in terms of focusing individuals on the specific tasks to perform best. It needs to prevent employees from standing to performing other tasks which are not in their field of ability or skills and giving these tasks to their specialized group or individuals. As a result, this

specialization leads to improvement and increases the outputs by making individuals more competent and professional (Adeyoyin, 2015; Ismyrlis, 2017; Robbins, 2012; Demir, 2020).

This following model can illustrate relationship between independent variables and dependent variables as coming:

Figure 1: Model of relationship between variables

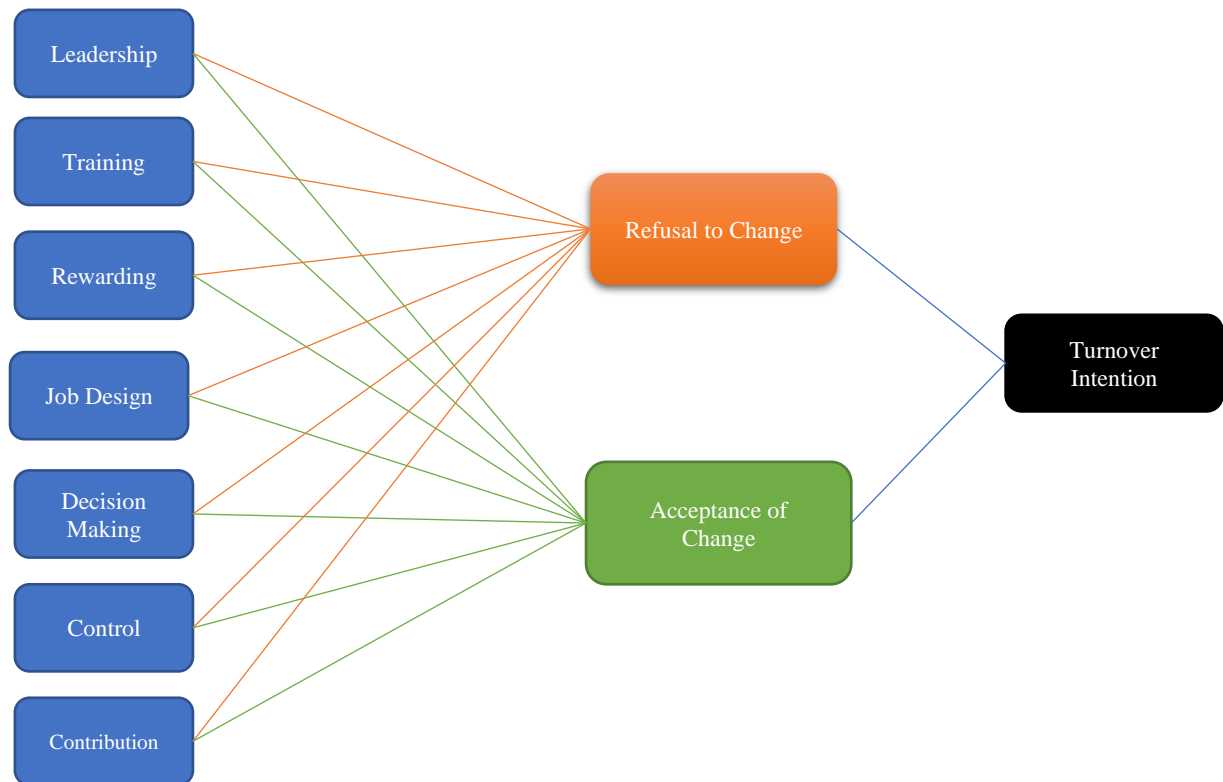
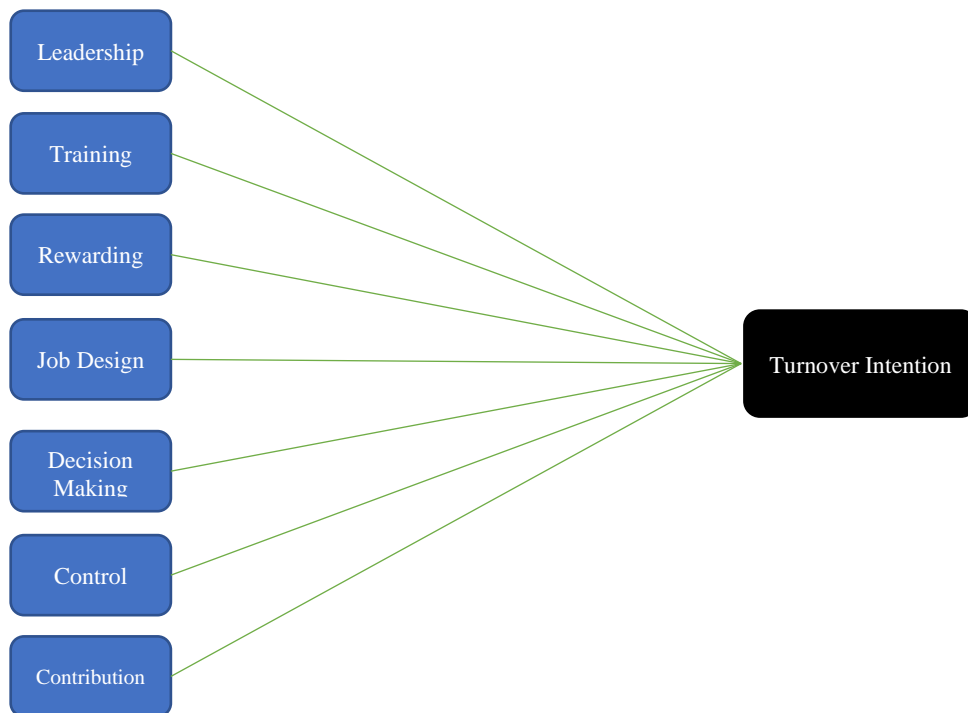


Figure 1 is the model of relationship between variables such as (leadership, training, rewarding, job design, participative decision making, control and contribution) with depend on variables which are refusal to change and acceptance to change. Also figure 1, shows the relationship between refusal to change and acceptance to change like independent variables with turnover intention as dependent variables.

Figure 2: Model of relationship between variables directly with turnover intention



The figure 2, displays the model of relationship of variables which are leadership, training, rewarding, job design, participative decision making, control and contribution directly have impact with turnover intention.

3. Methodology

Today's most important strategy which can make a big opportunity or threat to the organizations is organizational change (Biggart, 1977; Tushman, 2002). This change might cause to increase the profit and market share. In contrast, it may cause the organizations to disappear and lose their market share if it does not occur in a scientific way.

The purpose of this research is to evaluate the core factors which have impact on the acceptance to change, denial to change and turnover intention. It illustrates how organizational change can be done in a proper way based on its factors. It shows factors' strengths and compares them together to give a passable vision to managements and increase their awareness and knowledge.

The process of data collection was done in a private company. The data questionnaires were recorded, and interviewing employees were in the form of face-to-face inside the company during worktime. All data questionnaires cover 23 forms from 28 employees because of limitation in number of employees inside the company. It started and ended data collection process in March during some days less than a week. At this article, the most essential formulas were used are correlation to shows if the components have relationship together or not, then, regression formula can be known the determinant of effectiveness of independent variables on the dependent variables. The independent variables are composed of leadership, training, rewarding, job design and participation through decision making. However, the dependent variables are acceptance to change, refusal to change and turnover intention. On the other hand, the acceptance and refusal to change can be independent variable for turnover intention dependent variable.

4. Research Findings

The collected data goes through two essential analyzing processes such as correlation coefficient analysis and regression analysis. Each of them comes with the detail of the result among variables and illustrated content.

At this part, the correlation coefficient between variables is being represented with all related information.

Table 1 correlation coefficient of variables with refusal to change

Variable 1	Variable 2	Result	Strength
Leadership	Refusal to Change	-0.46	negative moderate
Education & Training	Refusal to Change	-0.42	negative moderate
Rewarding	Refusal to Change	0.28	positive weak
Job Design	Refusal to Change	-0.38	negative weak
Participative Decision Making	Refusal to Change	-0.40	negative moderate
Control	Refusal to Change	-0.48	negative moderate
Contribution	Refusal to Change	0.05	no correlation

Reliant on table 1, it shows the correlation among variables which are variable 1 composed of (leadership, educational and training, rewarding, job design, participation through decision making, control, and contribution) and variable 2 is refusal to change. It is obvious that correlation between leadership and refusal to change is negative moderate which is (-0.46). Then, training and refusal to change correlation coefficient is negative moderate and (-0.42). Next, rewarding and refusal to change is positive weak and (0.28). Also, job design and refusal to change have negative weak correlation which is (-0.38). The participative decision making and refusal to change correlation is negative moderate and (-0.40). Control and refusal to change correlated result is negative moderate and (-0.48). The last one is the correlation between contribution and refusal to change which is no correlation exists with (0.05).

Based on the giving table 1, there are not very strong and strong correlation variable with refusal to change in the giving table. It is revealed that it may be some variables are ignored and not contributed to this research. In that case of existing 5 negative factors which are leadership, education and training, job design, participation through decision making and control, however there is only one positive factor that is rewarding while the contribution is counted as no correlated factor on the refusal to change. overall, the negative factors play key role in making effectiveness more in contribution to refusal to change which are control, leadership, education and training, participative decision making and job design respectively from the stronger to weaker contribution. However, the only rewarding exists as positive variable on the refusal to change. Also, the contribution is given as no correlated variable with refusal to change.

Table 2 correlation coefficient of variables with acceptance to change

Variable 1	Variable 2	Result	Strength
Leadership	Acceptance of Change	0.53	positive moderate
Education and Training	Acceptance of Change	0.59	positive moderate
Rewarding	Acceptance of Change	0.03	no correlation
Job Design	Acceptance of Change	0.36	positive weak
Participative Decision Making	Acceptance of Change	0.49	positive moderate
Control	Acceptance of Change	0.56	positive moderate
Contribution	Acceptance of Change	-0.04	no correlation

Table 2 shows the correlation coefficient between variable 1 are (leadership, educational and training, rewarding, job design, participative decision making, control, contribution) and variable 2 that is acceptance to change. The correlation coefficient of leadership and acceptance to change is positive moderate (0.53). Training and education correlation coefficient is positive moderate (0.59). Then, the rewarding has no correlation with acceptance to change (0.03). Also, job design is positive weak (0.36). Participative decision making is positive moderate (0.49). Then, control is positive moderate too (0.56). However, contribution has no correlation with acceptance to change (-0.04).

Also, there are no strong factors in table 2, which means some principal factors are missed. All variables have positive correlation apart rewarding and contribution which are no correlation. However, the positive correlation variables can be separated into positive moderate and positive weak in strength. The positive moderate variables are education and training, control, leadership, and participation through decision making, respectively. While there is only job design is counted as positive weak.

Table 3 correlation coefficient of variables with turnover intention

Variable 1	Variable 2	Result	Strength
Leadership	Turnover Intention	-0.57	negative moderate
Education and Training	Turnover Intention	-0.30	negative weak
Rewarding	Turnover Intention	-0.29	negative weak
Job Design	Turnover Intention	-0.30	negative weak
Participative Decision Making	Turnover Intention	-0.11	negative very weak
Control	Turnover Intention	-0.33	negative weak
Contribution	Turnover Intention	0.12	positive very weak

Reliant on table 3, it shows the correlation coefficient of variables with turnover intention. The correlation coefficient of leadership with turnover intention is negative moderate (-0.57). The education and training, rewarding and job design are negative weak (-0.30), (-0.29) and (-0.30) respectively. Also, participative decision making is negative very weak (-0.11). Control is negative weak with (-0.33). In contrast, the contribution is positive but very weak (0.12).

Based on the given data from table 3, the correlation coefficient of variables with turnover intention are illustrated that there is no strong correlation coefficient exists among variables. All variables are negatively correlated with turnover intention except the contribution which is

positive. The only positive variable is contribution which very weak in its strength. However, the negative variables can be clustered as moderate, weak, and very weak based on their strength. The leadership is negative and moderate and has the most power over turnover intention variable compared to other variables. While the education and training, rewarding, job design and control are in the second group which are weak. In addition, participation through decision making is the only variable which is very weak in strength. Post-correlation examination for variables, the regression analysis is done to evaluate their effectiveness.

Table 4 regression analysis for variables with acceptance to change

Independent variable	Dependent variable	Adjusted R Square	Intercept	Coefficients	y=AX+B	T Statistic
Leadership	Acceptance to change	0.25	1.36	0.67	$Y=0.67X+1.36$	2.87
Training	Acceptance to change	0.32	1.59	0.89	$Y=0.89X+1.58$	3.38
Rewarding	Acceptance to change	-0.05	3.04	0.04	$Y=0.04X+3.04$	0.12
Job design	Acceptance to change	0.09	2.06	0.37	$Y=0.37X+2.06$	1.77
Participative decision making	Acceptance to change	0.21	1.82	0.52	$y=0.52x+1.82$	2.60
Control	Acceptance to change	0.28	0.37	0.70	$y=0.7x+0.37$	3.07
Contribution	Acceptance to change	-0.05	3.51	-0.06	$y=-0.06x+3.5$	-0.20

The given table 4, presents the regression analysis for independent variables (leadership, educational and training, rewarding, job design, participative decision making, control, contribution) with dependent variables which is acceptance to change. It can elaborate that leadership positively affects the acceptance to change and the result is occurred significantly while it covers 25% to make effect on the dependent variables. Then, training positively has impact on the acceptance to change with 32% and the result is found significantly. The reward

also has a positive effect but not significantly while its total effect can be counted to 5%. The job design can make effect positively with 9% of total effect while the found result is randomly occurred. The participative decision making has positive impact on the acceptance to change with 21% and the result is also significantly found. The control variable has positively effect on the acceptance to change variable that is 28% of total, at the same time, the result is significant. The last one is contribution which negatively affects the acceptance to change, however the result is random while it takes 5% at all.

The total independent variables can be made into groups based on the significant or random result. While leadership, training, participation through decision making, and control are significantly occurring. On the other hand, the rewarding, job design and contribution are randomly found. The most effective independent variables are training, control, leadership, and participative decision-making effect on the acceptance to change from strongest to weakest, respectively. While the job design, rewarding and contribution come after the significant group with lower effectiveness.

Table 5 regression analysis for variables with refusal to change

Independent Variable	Dependent Variable	Adjusted Square	R	Intercept	Coefficients	Y=AX+B	T Statistic
Leadership	refusal to change	0.24		5.99	-0.58	Y=-0.58x+6	-2.79
Training	refusal to change	0.16		5.47	-0.59	Y=-0.59X+5.5	-2.25
Rewarding	refusal to change	-0.04		4.13	0.11	Y=0.11X+4.12	0.43
Job design	refusal to change	0.12		5.51	-0.37	Y=-0.37X+5.5	-2.01
Participative decision making	refusal to change	0.05		5.18	-0.29	y=-0.29x+5.2	-1.49
Control	refusal to change	-0.02		4.71	-0.03	y=-0.03x+4.7	-0.73
Contribution	refusal to change	-0.01		4.31	0.05	y=0.046x+4.3	0.91

Table 5 stands for the regression between independent variables (leadership, educational and training, rewarding, job design, participation through decision making, control, contribution) and dependent variable that is refusal to change. As it is shown clearly that leadership

negatively can affect refusal to change with 24% at total amount, while the result is found significantly. Also, training negatively affects the refusal to change, and its total amount can be 16%, however the result is occurred significantly. Rewarding effect positively while its result is found randomly with 4% of total. Job design acts positively on the refusal to change and the result is significant with 12% of total participating amount. Participation through decision making influences negatively with 5% of total, and the result is found randomly. The control independent variable has negative impact, and its total amount is 2% while the result is randomly occurred. The last independent variable is contribution which has positive impact with only 1% while the result is taken randomly.

To recap table 5, the independent variables can be classified based on their significant and random determinants. The leadership, training and job design can make a group up which have the significant result, however, the participation through decision making, control, rewarding and contribution are on the random determinant side.

Table 6 regression analysis for variables with turnover intention

Independent variable	Dependent variable	Adjusted R Square	Intercept	Coefficients	$Y=ax + b$	T statistic
Leadership	turnover intention	0.29	5.64	-0.72	$Y=-0.72X+5.64$	-3.16
Training	turnover intention	0.05	4.50	-0.45	$Y=-0.45X+4.50$	-1.43
Rewarding	turnover intention	0.04	4.82	-0.39	$Y=-0.39X+4.81$	-1.37
Job design	turnover intention	0.05	4.61	-0.31	$Y=-0.31X+4.61$	-1.43
Participative decision making	turnover intention	-0.03	4.01	-0.12	$y=-0.12x+4.01$	-0.52
Control	turnover intention	0.06	5.36	-0.42	$y=-0.42x+5.36$	-1.58
Contribution	turnover intention	-0.03	2.68	0.18	$y=0.18x+2.68$	0.55

Based on the information given from table 6, also the independent variables are (leadership, educational and training, rewarding, job design, participation through decision making, control, contribution) and dependent variable is turnover intention. The leadership has negative impact and significant result while the total effect amount can be given as 29%. The training can have a negative effect but with random occurring, and its total effect is only 5%. The rewarding is negative effector and takes 4% while is found randomly. Then, job design can have a negatively

reflect on the turnover intention with 5% of total amount while the result is found randomly too. The participation through decision making has negative impact and its total effect is only 3% with random result finding. The control independent variable is negative in effect with 6% of total effect and the result can be found randomly too. The contribution negatively affects turnover intention with its total percentage rate is 3% and its result is occurred randomly too.

Reliant on the earlier explanation of table 6, the independent variables can be separated into major categories which are significant and random categories. Only the leadership is found to be significant independent variables while all other variables are in the random category. Also, the random category can be classified based on positive and negative effect. The only contribution might be found in the positive effect class while all other independent variables may be counted as negative effect holders. Also, we can arrange them based on their effectiveness from strongest to weakest and can be such as leadership, control, training, job design, rewarding, contribution and participation through decision making.

Table 7 regression analysis for both acceptance and refusal to change with turnover intention

Independent Variable	Dependent Variable	Adjusted R Square	Intercept	Coefficients	y=AX+B	T statistic
Acceptance to change	turnover intention	-0.03	4.14	-0.14	Y=- 0.14X+4.14	-0.62
Refusal to change	turnover intention	-0.02	2.91	0.18	Y=0.18X+2 .9	0.73

Table 7 shows the regression analysis between independent variables which are acceptance to change and refusal to change with depend on variable that is turnover intention. First, acceptance to change negatively can influence the turnover intention with only 3% while the result is occurred randomly. The second is refusal to change which is positive in effect with 2% of total amount while is found randomly too.

Backed on the given information in table 7, the independent variables can be classified as negative and positive in making effect because they both might be found randomly, and their contribution percentage are too close from each other. The acceptance to change is in the

negative effect class while the refusal to change is positive class to make effect on the turnover intention.

As the result of hypothesis, it can separate variables over several points which each of them has 3 relation found result.

H1a, b and c can display training relationship with refusal to change, acceptance to change and turnover intention. H1a shows that if training process inside the organization is increased, can help to accept to change process by 0.89 as coefficient which is the highest score among the entire independent variables over acceptance to change. H1b shows if training is increased and applied appropriately, might decrease refusal to change by -0.59 and it is also the most effective independent variable. H1c illustrates the correlation between training and turnover intention, which we have found a negative correlation as -0.45. So, if training increases in the organization, employees will have less tendency to leave the organization.

H2a, b and c refer to controlling, independent variable. H2a gives that if control in the organization increases, can boost acceptance to change by 0.70. H2b is shows control has not effectiveness as visible as to taken like main point which is -0.03. H2c gives if control increases, can help to reduce turnover intention by employees with -0.42.

H3a, b and c hypotheses are about leadership as independent variable over depend on variables. H3a gives if leadership activities are increased, it will boost acceptance to change with 0.67. H3b shows if leadership increases, it will decrease refusal to change rate with -0.58. While H3c shows the highest rate entire all independent variables where leadership can decrease turnover intention with -0.72.

H4a, b and c are about participative decision making. If participative decision-making increases, it affects to boost acceptance to change by employees by 0.52. H4b shows if it has impact to reduce refusal to change by -0.29. H4c displays it also can decrease turnover intention with -0.12.

H5a, b and c give detail about job design over dependent variables. H5a shows if job design gets improve, can help to boost acceptance to change with 0.37. It can reduce refusal to change with -0.37 too. While directly it can decrease turnover intention with -0.31.

H6a, b and c display rewarding effectiveness over dependent variables. H6a illustrates if rewarding increases, acceptance to change will increase by only 0.04 which is ineffective factor here. Also, H6b is giving if it increases, can reduce refusal to change with 0.11 which very weak. H6c can show if rewarding increases, the turnover intention will decrease by -0.39.

H7a, b and c give explanation about contribution coefficient on dependent variables. H7a shows if contribution gets increased, ineffectively make impact on acceptance to change which 0.04. Also, H7b displays if it increases, the refusal to change ineffectively will increase which is 0.05. H7c can explain if contribution increases, the turnover intention rate will decrease very weakly by 0.18.

H8 is about effectiveness of acceptance to change upon turnover intention. If acceptance to change increases, the turnover intention will decrease very weakly by -0.14.

H9 gives information about refusal to change effectiveness on turnover intention. If refusal to change gets increases, turnover intention will get increased with 0.18.

4. Conclusion

Most of the organizations are suffering from staying in a point which makes a blurred vision and prevents enhancing power and market share because they need to change but in proper direction. If not, they might be destroyed soon because of being in an unstable position. However, one third of the organizations cannot success in the change process in their organizations. So, it can be a significant issue for all.

To clarify this problem, this paper tried to make an effort to specify certain factors which can make effect on the change process through scientific procedures. The data have been collected from a private company which takes 23 questionnaires from 28 employees who continually work there while some of them have remained for longer time and can be given as golden brain for that company. The major analyzing process which is used in this paper are correlation and regression formulas to explain their relationships and strength among variables.

To recap the data explanation, the correlation results with refusal to change shows that there are some missed variables because of existing no strong correlated variables. There are 5 variables which have the negative effect on the refusal to change and are leadership, education

and training, job design, participation through decision making and control. On the other hand, there is only rewarding on the positive side which has effect on the refusal to change. Also, contribution has no correlation with refusal to change. The negative variables which are control, leadership, training, participation through decision making, and job design respectively have stronger effect on the refusal to change while the rewarding positively has weak effect on the refusal to change. The contribution which has been found as no correlated variable, can be ignored.

The correlation findings between variables with acceptance to change, show that all variables play their roles positively except the rewarding and contribution which have no correlation with acceptance to change. The positive moderate variables are training, control, leadership, and participation through decision making while the positive weak variable is only job design which has an impact on the acceptance to change.

The correlation coefficient between variables with turnover intention shows that all variables negatively correlated with turnover intention except the contribution that is correlated positively. The leadership got the highest correlated result with turnover intention in opposite direction which negative moderate. Then, training, rewarding, job design and control come after leadership in negative weak group. The participative decision making has a negative very weak effect. The positive group that is contribution has very weak strength over turnover intention.

The regression result of independent variables which are leadership, educational and training, rewarding, job design, participation through decision making, control and contribution with depend variables which are acceptance to change, refusal to change and turnover intention, discovered that the regression result between independent variables and acceptance to change can be like that the leadership, training, participation through decision making and control are significantly occurred, while the rewarding, job design and contribution are random in found result. The training, control, leadership, and participative decision making respectively have the most effectiveness on the acceptance to change.

However, the independent variables like leadership, training and job design are found as significant and more effective on the refusal to change, while the participation through decision making, control, rewarding and contribution are random and have weaker in effectiveness.

Also, the turnover intention results show that only leadership was found to have a negative independent variable which occurred significantly, however all other variables randomly occurred. On the other hand, all variables negatively affect turnover intention apart contribution. It can be clear that leadership, training, job design and control make up the strongest cluster to affect the turnover intention.

Based on the correlation result of acceptance to change and refusal to change and turnover intention, it is obvious that leadership, training, participation through decision making, and control have the major correlation with the acceptance to change and refusal to change while only the leadership can be given as correlated variable to the turnover intention.

It can elaborate that the most effective independent variables on the acceptance to change and refusal to change are leadership and training. Therefore, the company can take them as a strong point to adapt its employees with organizational change by providing better leadership and giving training.

The company can decrease the rate of turnover intention with leadership, training, job design and control to satisfy employees and to convince them to remain at their workplaces. For this purpose, the company can reduce resistance to change from employees by increasing the power of leaders and managers, providing training to better understand of the predicted activities, taking part them in decision making process and giving employees security and stability more to feel better, to take these all factors to adapt employees with the organizational change process. However, only leadership can make an effect on the turnover intention, it might show that only expert leaders can keep employees in their good positions and make them motivated to keep going with the company.

REFERENCES

- Adeyoyin, S. O.-U. (2015). Effects of Job Specialization and Departmentalization on Job Satisfaction among the Staff of a Nigerian University Library. *Library Philosophy & Practice*.
- Barnett, W. a. (1995). Modeling internal organizational change. *Annual review of sociology*, 21(1), 217-236.
- Belias, D. I. (2013). Aspects of job design. *International Journal of Human Resource Management and Research*, 3(4), 85-94.
- Benn, S. E. (2014). *Organizational change for corporate sustainability*. Routledge.
- Biggart, N. (1977). The creative-destructive process of organizational change: The case of the post office. *Administrative Science Quarterly*, 410-426.
- Budur, T. (2018). The impact of Al-Ghazali's virtues on organizational commitment and performance: A case Study at private education institutions in Kurdistan Region of Iraq. *Icabep, Erbil-Iraq*, 2, p21.
- Budur, T., & Poturak, M. (2021). Transformational leadership and its impact on customer satisfaction. Measuring mediating effects of organisational citizenship behaviours. *Middle East Journal of Management*, 8(1), 67-91.
- Budur, T., Demir, A., & Cura, F. (2021). University Readiness to Online Education during Covid-19 Pandemic. *International Journal of Social Sciences and Educational Studies*, 8(1), 180-200.
- Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. Cambridge: MIT Press.
- Coates, J. R. (1996). *Management accounting for strategic and operational control*. Oxford: Butterworth-Heinemann.
- Conner, D. (1990). *The changing nation: Strategies for citizen action (Handout materials)*. Atlanta: ODR.

- Demir, A. (2019). THE IMPACT OF STRATEGIC OPERATIONS MANAGEMENT DECISIONS ON SHOPPERS'WELLBEING. *Asian Academy of Management Journal*, 24(1).
- Demir, A. (2020). Impact of internal marketing on the customer perceptions in SMEs. *International Journal of Services and Operations Management*, 10.
- Demir, A. (2021). Inter-continental review for diffusion rate and internal-external benefits of ISO 9000 QMS. *International Journal of Productivity and Quality Management*, 33(3), 336-366.
- Demir, A. and Budur, T. (2022), "Work–life balance and performance relations during COVID 19 outbreak: a case study among university academic staff", *Journal of Applied Research in Higher Education*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JARHE-07-2021-0287>
- Demir, A., & Bulut, I. (2018). A new model for respected meetings. *Procedia Computer Science*, 126, 1637-1655.
- Demir, A., Budur, T., Omer, H. M., & Heshmati, A. (2021). Links between knowledge management and organisational sustainability: does the ISO 9001 certification have an effect? *Knowledge Management Research & Practice*, 1-14.
- Dler, S. M. (2021). Importance of Managerial Roles and Capabilities on Organizational Effectiveness.
- Fatimah, H. (2022). Leadership Strategies in Overcoming Educational Problems. *Indonesian Journal of Education (INJOE)*, 3(2), 282–290.
- Gilmore, T. S. (1997). Side effects of corporate transformations. *Journal of Applied Behavioral Science*, 33, 174-189.
- Hadžiahmetović, N., Demir, S., & Budur, T. (2022). Leadership Style and Affective Commitment at Family Businesses. *International Journal of Social Sciences & Educational Studies*, 9(1), 318-335.
- Harris, A. A. (2009). Reflections: our Journey in Organizational Change Research and Practice. *Journal of Change Management*, 9, 127–142.

- Ismyrlis, V. (2017). The contribution of quality tools and integration of quality management systems to the organization. *The TQM Journal*.
- Janićijević, N. (2011). Methodological Approaches in the Research of Organizational Culture. *Economic Annals*, 56(189), 69-100.
- Janićijević, N. (2013). The mutual impact of organizational culture and structure. *Economic annals*, 58(198), 35-60.
- Khan, R. K. (2011). Impact of training and development on organizational performance. *Global journal of management and business research*, 11(7).
- Kim, W. &. (2009). How Strategy Shapes Structure. *Harvard business review*, 87.
- Knezović, E. a. (2022). Employee Participation in the Decision-Making Process and Organizational Citizenship Behavior: The Mediating Role of Affective Commitment. *Organizacija*, 55(1), 64-76.
- Kotter, J. a. (1989). Choosing strategies for change. *Readings in strategic management*, 1, 294-306.
- Martin, J. (2013). Organizational culture and organizational change: How shared values, rituals, and sagas can facilitate change in an academic library. *ACRL 2013 proceedings*.
- Meaney, M. a. (2008). McKinsey global results: Creating organizational transformations. *The McKinsey Quarterly*, 7, 1-7.
- Mkrtchyan, Z. (2022). The Role of Controlling in Increasing Labor Productivity During the Digital Transformation. *Digital Science: DSIC 2021*, 15.
- Moran, J. a. (2001). Leading organizational change. *Career development international*, 6(2), 111-119.
- Nawwaf Al-Sahli, R. (2022). Moderating Role of Job Design on the Relationship between Staffing practices and Employees Organizational Commitment. *Journal of Positive School Psychology*, 6(2), 1738-1752.

- Noah, Y. (2008). A study of worker participation in management decision making within selected establishments in Lagos, Nigeria. *Journal of Social Sciences*, 17(1), 31–39.
- Pool, S. (2000). Organizational culture and its relationship between job tension in measuring outcomes among business executives. *Journal of Management Development*, 19, 32-49.
- Poturak, M., Mekić, E., Hadžiahmetović, N., & Budur, T. (2020). Effectiveness of Transformational Leadership among Different Cultures. *International Journal of Social Sciences & Educational Studies*, 7(3), 119–129.
- Rashid, C. A., Salih, H. A., & Budur, T. (2020). The Role of Online Teaching Tools on the Perception of the Students during the Lockdown of Covid-19. *International Journal of Social Sciences & Educational Studies*, 7(3), 178–190.
- Self, D. a. (2009). Enhancing the success of organizational change: Matching readiness strategies with sources of resistance. *Leadership & Organization development journal*.
- Sklenicka, P. E. (2022). Impact of sustainable land management practices on controlling water erosion events: The case of hillslopes in the Czech Republic. *Journal of Cleaner Production*, 130416.
- Robbins, m. c. (2012). *management* (11th ed.). New Jersey: Prentice Hall.
- Stone, R. C. (2020). *Human resource management*. John Wiley & Sons.
- Szczepańska-Woszczyzna, K. (2014). THE IMPORTANCE OF ORGANIZATIONAL CULTURE FOR INNOVATION IN THE COMPANY. *Forum Scientiae Oeconomia*, 2, 27-39.
- Taylor, E. (2018). The disadvantages of change in an organization. *Chron*. Retrieved.
- Torlak, N. G., Demir, A., & Budur, T. (2019). Impact of operations management strategies on customer satisfaction and behavioral intentions at café-restaurants. *International Journal of Productivity and Performance Management*.
- Torlak, N. G., Demir, A., & Budur, T. (2021). Decision-making, leadership and performance links in private education institutes. *Rajagiri Management Journal*.

Torlak, N. G., Demir, A., & Budur, T. (2021). Using VIKOR with structural equation modeling for constructing benchmarks in the Internet industry. *Benchmarking: An International Journal*, 28(10), 2952-2976.

Tsegaye, R. (2022). EFFECT OF REWARDING SYSTEM ON EMPLOYEE PERFORMANCE: THE CASE OF HABESHA BREWERY, ETHIOPIA. Doctoral dissertation, ST. MARY'S UNIVERSITY, 97, 12.

Tushman, M. T. (2002). *Winning through innovation: A practical guide to leading organizational change and renewal*. Harvard Business Press.

Will, M. (2015). Successful organizational change through win-win: How change managers can create mutual benefits. *Journal of Accounting and Organizational Change*, 11(2), 193-214.

Zaim, H., Demir, A., & Budur, T. (2021). Ethical leadership, effectiveness and team performance: An Islamic perspective. *Middle East Journal of Management*, 8(1), 42-66.

Zareen, M. R. (2013). Job Design and Employee Performance: The Moderating Role of Employee Psychological Perception. *European Journal of Business and Management*, 5(5), 46-55.