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(51)

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2008/3/24

2007/5/1

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(Brown and
Harvey, 2006, Kotter, 2006 Bennis, 2006
Handy, 2006 Hanna, !988)

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Our Iceberg Is

John Kotter

"Melting

Holger Rathgeber

(Kotter and

Rathgeber, 2006)

(Kotter and Rathgeber 2006)

(Kotter and Rathgeber, 2006)

:(Carnall, 1999)

Ford)

.(Schalk, *et al*, 1998) (and Ford, 1995

"

(Piderit .(357 :1997 ,) Folger and Skarlicki
2000)

.(Folger and Skarlicki, 1999: 25)
Coetsee

(Mental Models) (Coetsee,
.1999: 205)

(Senge, 2006)

Zandfer (1950)

(Zaltman and Duncan, 1977)

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.(2002 ,) " /

.(384 :2004)

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.(Senge, 2006)

(Brown and Harvey,
: - .2006)
(Waddel, 1998)

(Robbins and Coulter, 2005: 319)

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.(280:1995)

(Brown and Harvey,
(Waddell, .2006)
(Kotter (Rowden, 2001) 1998)
and Schlesinger, 1979)
.(Kegan and Lahey, 2001) (Marion, 1989 :408)

(Hultman,

.1995: 16)

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(Kanter, *et al.*, 1992) (

(Kanter, *et al.*, 1992: 379)

(Education and) :
-1
Communication

Hellriegel and Slocum, 1992:)

(Participation and) :
-2
Involvement
(Lewin, 1979)
" Force Field Analysis"

(Facilitation and) :
-3
Support)

(2002)
Kreitner and Kinicki (1992)

(Negotiation and) :
-4
Agreement)

(Melhem, (Matejka and .Julian, 1993: 10)
.2006) **Manipulation and Co-** -5
(optation)

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Explicit and .(517:2004)
Implicit Coercion -6

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(Downsizing)

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Instrument Validity -
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.(Sekaran, 2002)
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(Pilot
 (30) Study)

Instrument Reliability -

Cronbach Alpha

(0.97) .(Sekaran, 2002)

(0.75)

(0.74)

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		-3		
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		(132)		
(%38.6)	(40-31)			
(%62.5)		(1)		(5)
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1995 2003)
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 (3.53) "
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 " (2.33 2.58)
 (Kruskal-Wallis Test)
 (6) ()

(P=0.001)

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Kruskal-Wallis)

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(Kruskal-Wallis Test)

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(P=0.033)

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(Kruskal-Wallis Test)

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.(Longitudinal studies)

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(1)

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	3.49-2.5
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(2)

(132 =)

%		
77.3	102	
22.7	30	
16.7	22	30-20
38.6	51	40-31
27.3	36	50-41
17.4	23	51
15.9	21	
21.2	28	
42.4	56	
20.5	27	

(3)

(132 =)

	0.998	3.56	1
	0.901	3.53	2
	0.953	3.48	3
	0.989	3.62	4
	0.877	3.55	
	0.860	3.57	5
	0.938	3.94	6

	0.811	3.58		7
	0.887	3.70		
	0.988	3.03		8
	1.039	2.39		9
	1.035	2.86		10
	1.003	2.76		
	1.050	2.89		11
	0.984	2.81		12
	0.995	3.04		13
	1.011	2.91		
	1.197	3.16		14
	1.186	2.58		15
	1.110	2.80		16
	1.086	2.85		
	0.904	2.89		17
	0.999	3.03		18
	0.979	2.96		

(4)

(132 =)

	.961	2.85	.	1
	.994	2.33		2
	1.041	2.59		3
	.868	2.72	.	4
	.648	2.62		
	1.240	2.70		5
	1.210	2.66		6
	1.020	2.42	.	7
	.848	2.60		
	1.031	2.77		8
	1.192	2.73		9
	1.077	3.12	.	10
	.781	2.87		
	.807	3.11		11
	1.160	3.07		12
	.776	2.63		13
	.529	2.94		
	.984	3.25		14
	1.142	2.91	.	15
	1.163	2.61		16
	.806	2.92		
	.805	3.47	.	17

	.795	3.45	.	18
	.786	3.53	.	19
	.724	3.48		

(5)

(132=)

(Mann-Whitney)

P	U value 1=			
		N=30	N=102	
0.700	1459.5	64.15	67.19	
0.772	1477	68.27	65.98	
0.742	1470	64.50	67.09	
0.635	1445	63.67	67.33	
0.939	1516	66.97	66.36	
*0.028	950	57.47	69.16	

.(0.05 ≥ α)

*

(6)

(132=)

(Kruskal-Wallis)

P					
0.762	1.162	22	69.66	30-20	
		51	64.95	40-31	
		36	70.46	50-41	
		23	60.72	51	
0.343	3.330	22	60.16	30-20	
		51	64.55	40-31	
		36	65.10	50-41	
		23	79.09	51	
0.890	0.627	22	70.27	30-20	
		51	68.09	40-31	

P					
		36	63.82	50-41	
		23	63.57	51	
0.001*	16.237	22	60.30	30-20	
		51	72.94	40-31	
		36	48.93	50-41	
		23	85.65	51	
0.846	0.814	22	60.41	30-20	
		51	69.08	40-31	
		36	66.11	50-41	
		23	67.22	51	
0.558	2.069	22	61.41	30-20	
		51	62.76	40-31	
		36	71.69	50-41	
		23	71.52	51	

*(0.01 ≥ α)

(7)

(Kruskal-Wallis)

(132=)

		21	63.83		
0.676	1.528	28	60.82		
		56	70.95		
		27	65.24		
		21	65.50		
0.068	7.118	28	50.59		
		56	73.85		
		27	68.54		
		21	70.85		
0.033*	8.724	28	52.09		
		56	65.22		
		27	83.52		

0.220	4.420	21	62.79		
		28	76.14		
		56	60.16		
		27	72.54		
0.182	4.869	21	65.93		
		28	56.82		
		56	65.46		
		27	79.15		
0.060	12.445	21	40.88		
		28	67.18		
		56	72.79		
		27	73.67		

.(0.05 ≥ α)

*

(8)

(Kruskal-Wallis)

(132=)

P					
0.523	3.214	23	60.78	3	
		25	60.50	8-3	
		27	77.00	14-9	
		41	66.65	20-15	
		16	66.00	21	
0.136	6.990	23	62.15	3	
		25	53.30	8-3	
		27	78.04	14-9	
		41	71.71	20-15	
		16	60.56	21	
0.982	.411	23	70.17	3	
		25	63.80	8-3	
		27	65.69	14-9	

P					
		41	65.85	20-15	
		16	68.47	21	
0.550	3.047	23	70.89	3	
		25	63.66	8-3	
		27	56.69	14-9	
		41	70.37	20-15	
		16	71.28	21	
0.420	3.899	23	67.35	3	
		25	56.54	8-3	
		27	74.37	14-9	
		41	63.66	20-15	
		16	74.84	21	
0.046*	.8138	23	0.029	3	
		25	63.08	8-3	
		27	73.06	14-9	
		41	72.66	20-15	
		16	68.69	21	

*(0.05 ≥ α)

(9)

(Kruskal-Wallis)

(132=)

P					
0.432	1.678	18	58.31		
		61	70.58		
		53	64.58		
0.043*	6.302	18	68.17		
		61	74.52		
		53	56.70		
0.093	4.752	18	59.36		
		61	74.25		
		53	60.01		

P					
0.098	4.647	18	70.25		
		61	72.75		
		53	58.03		
0.790	.472	18	61.25		
		61	66.43		
		53	68.36		
0.882	.251	18	70.56		
		61	65.91		
		53	65.80		

.(0.05 ≥ α) *

(10)

(132=)

0.267** P=0.002	0.267** P=0.002	0.295** P=0.001	0.393** P=0.001	0.377** P=0.002	0.298** P=0.001	
0.314** P=0.002	0.401** P=0.003	-	-	-	-	
0.430** P=0.012	0.349** P=0.005	0.377** P=0.001	0.468** P=0.001	0.437** P=0.002	0.268** P=0.002	
-	-	-	-	-	-	
0.219* P=0.012	0.240** P=0.006	-	0.423** P=0.001	0.283** P=0.001	0.368** P=0.01	
-	0.185* P=0.033	-	-	-	0.125* P=0.013	

.(0.05 ≥ α) *

.(0.01 ≥ α) **

(11)

(132=)

P	F	R ²	R	
*0.002	211.935	R2= 0.620	R= 0.787	-
**0.027	60.729	0.318R2=	0.564R=	-
*0.003	88.514	0.405R2=	0.636R=	-
*0.002	121.819	R2= 0.484	R= 0.696	-
*0.001	174.058	R2= 0.572	R=0.757	-
*0.001	157.329	R2= 0.548	R=0.740	-

(0.05 ≥ α)

**

(0.01 ≥ α)

*

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 .358-350 (2003)
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 .355 : (2004)
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Causes and Strategies of Resistance to Change in Jordanian Industrial Companies: Field Case Study

*Yahya Melhem Mohammad Shaker Al- Ibrahim**

ABSTRACT

This study aims at exploring the causes of resistance to change and the strategies used to deal with resistance among employees at the mining and manufacturing companies in Jordan. This study examines the degree of linkage and integration between causes of resistance and their relevant strategies, and their impact on employee resistance to change. This study further examines the impact of some demographic factors (gender, age, education) on the nature of strategies used in dealing with resistance.

Descriptive analysis was employed in the study with an empirical testing utilizing a questionnaire that was distributed over a sample of (200) managers in three major companies in Jordan including (Cement, Potash, Phosphate, and Petroleum). (132) questionnaires were returned usable for analysis.

The main findings of this study include:

- 1- Implicit and explicit coercion strategy was the most recurring strategy employed by the sample managers to deal with resistance to change.
- 2- No significant relationship was found between gender and the strategies applied by the sample managers, except that of the implicit and explicit coercion with relations to males. There is also no significant relationship between age and the strategies used, except the negotiation strategy in favor of managers of 51 years and older.
- 3- A weak degree of association and integration between were found causes of resistance in one hand, and the strategies used to deal with the resistance.
- 4- There seems to be a negative statistical association between the linkage and integration of the causes of resistance and the strategies used to deal with resistance on one hand, and the degree of resistance among the employees of these companies on the other hand.

Finally, the study comes out with a set of recommendations including the importance of studying and analyzing the causes of resistance, and then selecting the right strategies to deal with it. Also, we encourage to study related causes of resistance, specifically those related to the lack of information and communication regarding the change; managers should be more aware of the importance of integration between the causes of resistance and the nature of strategies used to deal with those causes which would help in focusing the change efforts towards effectively managing the resistance phenomenon.

KEYWORDS: Change Management, Resistance to Change, Resistance Strategies, Jordan.