

The role of Organizational Change in Easing Organizational Conflict : A Case Study on Algeria Telecom Company

دور التغيير التنظيمي في تخفيف الصراع التنظيمي في شركة الاتصالات الجزائرية

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Abstract:

The aim of this study is to identify Impact of Organizational Change on Organizational Conflict behavior in Algeria Telecom Company. This study was conducted on all employees of several administrative levels in this sector . data were collected through the selection of a random sample of workers in Algeria Telecom Company from various levels. 145 copies of the designed questionnaire were distributed over the targeted sample group. However, 140 copies of the questionnaire were recovered. The study concluded that there is a positive impact of Organizational Change with its various dimensions on Organizational Conflict in Algeria Telecom Company

Key words: Organizational Change; Organizational Conflict; Communication; Leadership; Algeria Telecom Company

المخلص:

تهدف هذه الدراسة إلى تحديد أثر التغيير التنظيمي على سلوك الصراع التنظيمي في شركة الاتصالات الجزائرية. أجريت هذه الدراسة على جميع الموظفين من مختلف المستويات الإدارية في هذا القطاع. تم جمع البيانات من خلال اختيار عينة عشوائية من العمال في شركة الاتصالات الجزائرية من مختلف المستويات. تم توزيع 145 نسخة من الاستبيان المصمم على مجموعة العينة المستهدفة. ومع ذلك ، تم استرداد 140 نسخة من الاستبيان. خلصت الدراسة إلى أن هناك تأثير إيجابي للتغيير التنظيمي مع أبعادها المختلفة على الصراع التنظيمي في شركة الاتصالات الجزائرية

كلمات مفتاحية: التغيير التنظيمي؛ الصراع التنظيمي ؛ الاتصال ؛ القيادة ؛ شركة اتصالات الجزائر

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1. INTRODUCTION

The topic of organizational change has a rich and varied history. It is the domain of the entire discipline of organizational development and has featured prominently in discussions of organizational behavior and organization theory throughout their respective histories. Typically, the concept of organizational change is in regard to organization-wide change, as opposed to smaller changes such as adding a new person, modifying a program, etc. Examples of organization-wide change might include a change in mission, restructuring operations (e.g., restructuring to self-managed teams, layoffs, etc.), new technologies, mergers, major collaborations, "rightsizing", new programs such as Total Quality Management, re-engineering, etc. Some experts refer to organizational transformation. Often this term designates a fundamental and radical reorientation in the way the organization operates. Successful change must involve top management, including the board and chief executive. Usually there's a champion who initially instigates the change by being visionary, persuasive and consistent. A change agent role is usually responsible to translate the vision to a realistic plan and carry out the plan. usually responsible to translate the vision to a realistic plan and carry out the plan.

Considering the above, the aim of this paper is to answer the question: **What is the impact of Organizational Change on the Organizational Conflict?**

Research Hypotheses: The study is based on the following hypotheses:

H₀ : There is no statistically significant effect for the application of Organizational Change on Organizational Conflict in Algeria Telecom Company

H₀₁: There is no statistically significant effect for Communication on Organizational Conflict

H₀2: There is no statistically significant effect for Leadership on Organizational Conflict

H₀3: There is no statistically significant effect for Procedural Justice on Organizational Conflict

H₀4: There is no statistically significant effect for Employee Development on Organizational Conflict

H₀5: There is no statistically significant effect for Readiness for change on Organizational Conflict

2. LITERATURE REVIEW

2.1. The Concept of Organizational Change:

Change is generally a response to some significant threat or opportunity arising outside of the organization. According to Pettigrew (Daft, 1983):

“Changes within an organization take place both in response to business and economic events and to processes of managerial perception, choice and actions. Managers in this sense see events taking place that, to them, signal the need for change.”

In this sense it is important that an organization continually monitors what is happening around it ; that is, it develops a sense of awareness which stems from realizing the need to set in motion changes that will keep it in, or ahead of, the game.

organizational change includes Mission changes, Strategic changes, Operational changes (including structural change) Technological changes, Changing the attitudes and behaviors of personnel’s, Counter resistance from different employees of companies and align them to strategic directions of the organization.

In today’s dynamic environment organizational change is indispensable for every organization to proceed and prosper in ever changing business environment. A survey conducted by McKinsey on a five year data, 1536 companies were taken for this survey which generally meant for organizational change, the result of the survey shows that 38% organizations were succeeded in achieving high

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employee performance. (Isern & Pung, 2007, pp. 16-19) Internal and external factors must be considered in the process of organizational change in order to alter their way of business for organizational growth.

The goals of organizational change are multi faceted however the major one's are improving the organization mergence, crisis intervention and to overcome day to day hauling competition. (Isern & Pung, 2007, pp. 16-19).

According to (Lewis, 2011), change is often considered a sign of progress and improvement. Although an organization is not forced to change due to financial necessity, many factors can lead to change, such as the need for organizations to stay in line with legal requirements, changing customer and/or client needs, newly created and/or outdated technologies, changes in availability of financial resources and alterations of available labour pool.

2.2. Dimensions of organizational change:

2.2.1. Communication:

Communication is a process through which information, ideas and knowledge can be exchanged. There are many ways through which communication process can be delivered as writing, print or electronic media and through speech. It is a tool by which people can communicate with each other. With effective communication ideas and information can be conveyed. (Wanguri, 1995).

Organizational communication is defined as the method in which language is used as a tool to make different kind of societal structures, such as teams, relationships, and networks. (Eisenberg, Goodall, & Trethewey, 2007)

Organizational communication takes place in many forms which includes supervisor communication, communication climate horizontal communication, media quality, organizational integration, organizational perspective, personal feedback, subordinate

communication as well as top management communication. (Wanguri, 1995)

Communication with workforce is essential in order to lessen the employees negative impact when changes done in the organization. Management needs this strategy to win the trust of the employees through effective communication to enhance employee performance and employees perception about management new styles and trustworthiness (Nikandrou, Papalexandris, & Bourantas, 2000).

2.2.2. Leadership

A leader is one whose behavior guides people towards their goal achievement. Leadership influences managers, employees of the organization and organization performance with goal achievement (Stogdill, 1974).

Different styles of the leader play a vital role towards enhancing employee's performance in order to achieve their goals. (Wang, Fan, Hsieh, & Menefee, 2009). According to Appelbaum, two classical leadership styles emerge, "One is characterized by a more directive, authoritarian style of management that focuses on the task and initiating structure. The other is characterized by sharing of information, participation, consultation, delegation and joint decision making focused on employee orientation and consideration". (Vecchio & Appelbaum, 1995).

An employee's autonomy and self responsibility could be reduced by close control from their leader. If an employee feels to be competent and has willpower but managerial behaviors that can restrict their freedom such as observing them all the time or keep on checking their work performance could draw out psychological problems that could affect the performance of the employees and such reaction could bring poor job attitudes, minimum level of efforts by the employee or both. (Brehm, 1972).

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2.2.3. Employee Development

The process of employee development plays a vital role in developing or let losing their employees through training and organizational development with the purpose of increasing their performance. The basic purpose of employee's development is to achieve those units which are human made with the intention of achieving human potential with the purpose of attaining organizational objectives and those skilled personnel's are advocated of groups, organizational credibility and work procedure. (Hassan, 2007).

Employee development is necessary for every organization, when these activities are performed it indicates that organization wants to improve the performance of their employees. Now a day's organizations are investing much on employee development programs, the employees utilize their full skills, work hard and want to achieve organizational goals. This indicates that employee development programs indicate those employees who are willing to learn and when they show willingness to learn they show interest in the development activities, as a result they are satisfied with their job which will ultimately lead to increase employee performance. (Elena, 2000).

When organizations invest on employee development sessions this will improve employee's skills, they have better career growth and in this way cultural, economical growth will be enhanced on the society level. (Champathes, 2006).

2.2.4. Procedural Justice

Procedural justice means that all employees should be treated on equal footing, there should be no discrimination in job distribution procedures and employees perception how fairly they will be treated in their jobs skills and performance. (Aryee, Chen, & Budhwar, 2004).

Procedural justice is related to the organization outcome which can be associated with employee performance, job satisfaction and organizational commitment. (Hon & Lu, 2010).

In this way employees are satisfied that their leaders are able to assist and guide them in their work efforts and assess them in a fairly manner. On the other hand procedural justice will lead the employees in cross functional teams to bring positive effect on their performance and improve team quality. Those teams who follow procedural justice have high level of work performance than those with low level procedural justice. (Hon & Lu, 2010)

2.2.5. Readiness for change:

Armenakis et al. (Armenakis, Harris, & Mossholder, 1993, pp. 681-703) contend that readiness for change can be generated through active communication of the message for change (rational component). (Fox & Amichai-Hamburger, 2001, pp. 84-94) further emphasize the importance of using emotional elements when delivering information about the change because of their persuading role to overcome resistance to change depending on the strength of the relation between cognitive and emotional facets, affecting the emotions will lead cognitive elements to align with them (strong relation), or at least minimize the employees' emotional objection to the change (weak relation). (Herscovitch, 2003) gave a workrelated definition of resistance to change as: "Employee action or inaction that is intended to avoid change and interfere with the successful implementation of a change in its current form". Researchers have found a strong consensus about the significant role of readiness for change in understanding the processes that lead to a successful change implemented-on (Armenakis, A. A; Bedeian, A. G, 1999) (Kotter, 1995) (Mento, Jones, & Dirndorfer, 2002) (Sashkin & Burke, 1987). Despite the relevance of climate change, the process of change, and readiness for change in predicting change behavior, there are few

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well-validated available measures that assess these components (Holt, Armenakis, Harris, & S., 2007).

2.3. The Concept of Organizational Conflict:

It is difficult to put forward a definition of conflict that is commonly accepted by all scholars. Conflict has been perceived differently by different scholars, indicating that the single phenomena of conflict can be given different subjective interpretations. Some perceive it as a reflection of interpersonal hostility, while others regard it as an interpersonal disagreement stemming out of different choices or preferences (Barki & Hartwick, 2001)

Conflict is not necessarily related to the differences in the perception of ends. It can also occur when people share the same perception of goals with disagreement related to means. The theoretical underpinning pertaining to conflict and its origin have received a great deal of attention from the ends perspective. (Jehn, 1997) has postulated that this maynot be the case in every situation as conflict is likely to arise out of the disagreement related to means of managing work. The classification of conflict based on means versus ends is one of the commonly used approaches to encapsulate the phenomenon; however, other antecedents of conflict also need to be taken into consideration.

Putnam and Poole (1987) argued that the description of conflict essentially needs to be viewed from the perspective of interpersonal interaction. The individuals or groups are incompatible however the work requirements propel them to coordinate with each other, thus illustrating the presence of interdependence. Nevertheless, the incompatibility due to personal, emotional or social reasons results in frequent recurrence of conflict. Recent researchers have also explored this notion, identifying the presence conflict a result of personal and environmental influences on the group members (Almost, Doran, McGillis H, & Spence, 2010).

2.4.The Concept of Algeria Telecom Company:

Algeria Telecom is one of the largest national institutions in all regions of the country.

It was established under a new sector law in August 2000.

The text of the decision 03/2000 of August 05, 2000 on the independence of the postal and transport sector, where the establishment of the postal Algeria, which was responsible for the management of the postal sector, as well as the institution of Algeria Telecom, which was responsible for the development of the network of communications Algeria, after this decision became Algeria Telecom is independent in its management of the Ministry of Post, which is entrusted with the task of monitoring.

To become Algeria's public economic enterprise with social capital shares active in the field of telecommunications.

3. DATA ANALYSIS AND FINDINGS :

3.1.Study Population and Sample :

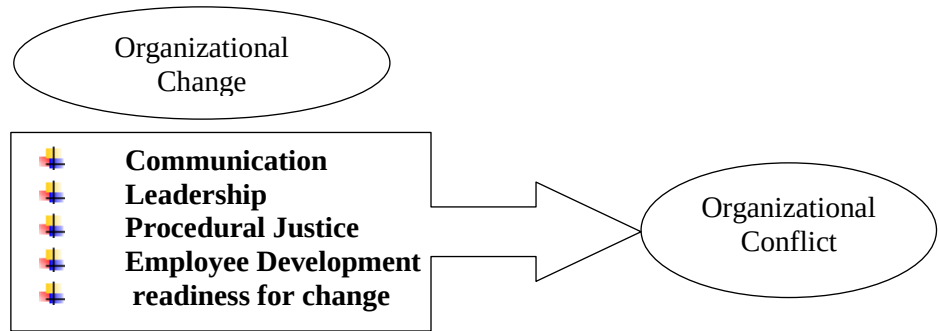
3.1.1.The study population: all workers in Algeria Telecom Company

3.1.2.Sample Size : The study sample represented by Algeria Telecom Company Employees' was chosen. The sample is determined to be random in order that all individuals have equal opportunity. Questionnaires were distributed over 145 male and female employees from all sections of these fondation at all administrative levels. 140 copies of the questionnaires were recovered, which is equivalent to 96.55 % of the sample size.

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3.2. Study Model:

Fig.1. Study Model



Source: Prepared by the researchers

3.3. Reliability Analysis Cronbach's Alpha:

Table 1: Values of Cronbach's alpha

Cronbach's Alpha	Number of elements
0.777	23

Source: the preparation of researchers and the adoption of the spss19

- A reliability test was carried out using Cronbach's alpha, which measures the internal consistency of a construct. The recommended minimum acceptable limit of reliability measure, as reported by Sekaran, (Sekaran, 2003) is 0.60. As shown in Table 1, the reliability test of questionnaire is estimated at **0.777%**, which is 77.7%. This means that the questionnaire is valid for being greater than 0.60 indicating greater stability of the measuring instrument. If it is returned in another time and place for the same sample, the same results will be obtained

4. Results of the study data analysis and hypothesis testing:-Data analysis :

4.1. Description of the Study Sample

The results of Table 1 show that most respondents to the study were females with an average of **60.71%**, while **55** respondents representing **(39.28%)** are males, and the age category is from 31-40 years old amounting to **46.43%** and that's because the majority of the

employees of this sector their age range between (31-40), also the analysis showed that the majority of respondents are within the group who hold a University degrees at the average of **64.28%**, The majority of them have less than 9 years of experience degrees at the average of **53.57%** while 65 respondents representing (46.43%) have gathered 10 years experience & above. also the analysis showed that 67 of respondents belong to Executive management, and where the income is from the income group above than 50.000 D.A monthly, the average is **60.71%**.

Table 2: Respondents' demographic analysis

Variable	Levels	Number	%
Gender	Male	55	39.28
	Female	85	60.71
Age	Less than 30 years	24	17.14
	31 to less than 40 years	65	46.43
	41to less than 55 years	43	30.71
	56 years and over	8	5.71
Qualification	Secondary	14	10
	Academic	90	64.28
	Graduate studies	36	25.71
Work Experience	0 – 9 years	75	53.57
	9.1 - 20 years	38	27.14
	20 years and above	27	19.29
Income	less than 25.000 DA	31	22.14
	25.001 DA - 50.000 DA	24	17.14
	50.001 DA and above	85	60.71
Function	Director manager	13	9.29
	Line managers	28	20
	Executive management	67	47.86
	Other functions	32	22.86
Total		140	100

Source: the preparation of researcher and the adoption of the spss19.

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4.2. Test the hypotheses of the study:

4.2.1. First hypothesis: The relationship between Communication and Organizational Conflict :

H₀: There are no significant differences between Communication and Organizational Conflict

H₁: There are significant differences between Communication and Organizational Conflict

Table 3: The relationship between Communication & Organizational Conflict:

Independent variables : Communication	The correlation coefficient	The regression line	The dependent variable : Organizational Conflict		
			R	R ²	Sig
	0.171	3.466	0.265	0.070	0.048

Source: the preparation of researcher and the adoption of the spss19

Analysis: The table above shows, reveals that the bilateral lin<k value (R) between Communication and the Organizational Conflict was(0.265), representing value of (26.5%) Is a very weak link, as was the coefficient of determination ($R^2 = 0.070$) that is (7%) of change Organizational Conflict in the due to the change in the Communication. Note that the significance level (Sig=0.048) is less than the level of significance ($\alpha = 0.05$) This shows that there is no statistically significant differences between Organizational Conflict and Communication, We accept the alternative hypothesis H₁ and reject the null hypothesis H₀ in the sense that there is a statistically significant relationship between the Organizational Conflict and Communication. Thus, regression equation between Communication (X₁) and Organizational Conflict (y) as follows: $Y = 3.466 + 0.171X_1$

4.2.2. Second Hypothesis: The relationship between Leadership and Organizational Conflict:

H₀: There is no statistically significant relationship between Leadership and Organizational Conflict

H₁: There is statistically significant relationship between Leadership and Organizational Conflict

Table 4: the relationship between Leadership and and Organizational Conflict:

Independent variables: Isolation Leadership	The correlation coefficient	The regression line	The dependent variable: Organizational Conflict		
			R	R ²	Sig
	0.056	2.217	0.776	0.602	0.000

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Leadership and Organizational Conflict was (0.776), which is (77.6%) Is a strong link, as was the coefficient of determination ($R^2=0.602$) that is (60.2%) of change Organizational Conflict in the due to the change in the Leadership. Note that the significance level (Sig=0.000) is less than the level of significance ($\alpha=0.05$) This shows that there is no statistically significant differences between Organizational Conflict and Leadership, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the the Organizational Conflict and Leadership. Thus, regression equation between Leadership (X_2) and organizational Organizational Conflict (y) as follows: $Y=2.217+0.056X_2$

4.2.3. The third hypothesis: The relationship between Procedural Justice & Organizational Conflict

H₀: There is no significant relationship between Procedural Justice and Organizational Conflict

H₁: There is significant differences between Procedural Justice and Organizational Conflict

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Table 5: the relationship between Procedural Justice and Organizational Conflict

Independent variables : Procedural Justice	The correlation coefficient	The regression line	The dependent variable : Organizational Conflict		
			R	R ²	Sig
	0.198	1.960	0.682	0.465	0.008

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Procedural Justice and Organizational Conflict was (0.682), which is (68.2%) Is an average link, as was the coefficient of determination ($R^2=0.465$) that is (46.5%) of change Organizational Conflict in th5e due to the change in the Procedural Justice. Note that the significance level (Sig=0.008) is less than the level of significance ($\alpha=0.05$) This shows that there is statistically significant differences between Organizational Conflict and Procedural Justice, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the Organizational Conflict and Procedural Justice. Thus, regression equation between Procedural Justice (X_3) and Organizational Conflict (y) as follows: $Y= 2.893-0.182X_3$

4.2.4. The fourth hypothesis: The relationship between Employee Development & Organizational Conflict

H₀: There is no statistically significant relationship between Employee Development and Organizational Conflict

H₁: There is no statistically significant relationship between Employee Development and Organizational Conflict

Table 6: the relationship between Employee Development & Organizational Conflict

Independent variables : Employee Development	The correlation coefficient	The regression line	The dependent variable : Organizational Conflict		
			R	R ²	Sig
	0.486	2.545	0.493	0.243	0.013

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Employee Development and Organizational Conflict was) (0.493), representing value of (49.3%) Is a weak negative link, as was the coefficient of determination ($R^2=0.243$) that is (24.3%) of change Organizational Conflict in the due to the change in the Employee Development. Note that the significance level (Sig=0.013) is less than the level of significance ($\alpha =0.05$) This shows that there is statistically significant differences between Organizational Conflict and Employee Development, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between Organizational Conflict and Employee Development. Thus, regression equation between Employee Development (X_4) and Organizational Conflict (y) as follows:
 $Y=2.545+0.486X_4$

4.2.5. The fifth hypothesis: The relationship between Readiness for change & organizational citizenship behavior

H_0 : There is no statistically significant relationship between Readiness for change and organizational citizenship behavior

H_1 : There is no statistically significant relationship between Readiness for change organizational citizenship behavior

Table 7: the relationship between Readiness for change and Organizational Conflict

Independent variables : Readiness for change	The correlation coefficient	The regression line	The dependent variable : Organizational Conflict		
			R	R^2	Sig
	0.185	3.472	0.638	0.407	0.020

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Readiness for change and Organizational Conflict was(0.638), representing value of (63.8%) Is an average link, as was the coefficient of determination ($R^2=0.407$) that is (40.7%) of change

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Organizational Conflict in the due to the change in the Readiness for change. Note that the significance level (Sig=0.020) is less than the level of significance ($\alpha = 0.05$) This shows that there is statistically significant differences between Organizational Conflict and Normlessness Readiness for change, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between Organizational Conflict and Readiness for change. Thus, regression equation between Readiness for change (X_5) and Organizational Conflict (y) as follows: $Y = 3.472 + 0.185X_5$

4.2.6. The main Hypothesis: the relationship between Organizational Change & Organizational Conflict

H_0 : There is no statistically significant relationship between Organizational Change and Organizational Conflict

H_1 : There is no statistically significant relationship between Organizational Change and Organizational Conflict

Table 8: the relationship between Organizational Change and Organizational Conflict

Independent variables : Organizational Change	The correlation coefficient	The regression line	The dependent variable : Organizational Conflict		
			R	R^2	Sig
	0.348	2.823	0.601	0.361	0.000

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that The Pearson correlation (r) between Organizational Change and Organizational Conflict was (0.601), which is (60.1%) Is an average link, as was the coefficient of determination ($R^2 = 0.361$) that is (63.1%) of change Organizational Conflict in the due to the change in Organizational Change. Note that the significance level (Sig=0.000) is less than the level of significance ($\alpha = 0.05$) This shows that there is statistically significant differences between Organizational Conflict and Organizational Change. We accept the alternative hypothesis H_1 and reject the null hypothesis H_0

in the sense that there is a statistically significant relationship between Organizational Conflict and Organizational Change. Thus, regression equation between Organizational Change (X) and employees Organizational Conflict (y) as follows: $Y = 2.823 + 0.348X$

5. Conclusion:

In this paper, an investigation has been conducted on organizational change towards organizational conflict in the telecommunications sector in Algeria. This study explored the relationship between organizational conflict and several factors of organizational change such as communication, leadership, procedural justice, Employee development and Readiness for change.

The results of the analysis show that the strongest influencing factor in the organizational conflict in the telecommunications sector is leadership, while the lowest influential factor affecting the organizational conflict in the telecommunications sector is communication. Consequently understanding of all the factors affecting organizational conflict will help the organization to detect and mitigate conflict among staff.

6. Recommendations of the Study

Following the findings and conclusions, the study made the following recommendations:

- Participatory, rather than autocratic style of management, should be encouraged by organizations;
- There should be adequate interaction and dialogue in conflict resolution;
- Competition for supremacy should not be the priority of the staff of organizations but rather working together in peace and unity to achieve a common goal for the good of the organizations;
- Training workshops should be organized for staff of organizations on conflict resolution procedure.

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