



Investigating and Explaining Determinants on Suspicion to Organizational Changes and its Solutions (Case Study: Bandar Abbas)

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Abstract: In knowledge and mobility age, organization continually change and this changes is for coordinating with environment and opponents. Changes are so extensive that included all aspects of organization and require using change management. Restructuring is as major changes in modern organizations, and updating it and making agility and mobility in organizations structure is necessary and undeniable. In this regard, at this research, we want to identifying factors that making suspicion to organizational change in modern port and based on theoretical studies and empirical evidences, organizational justice, participation in decision making, psychological contract breach and negative personality are identified as most important factors of employee suspicion to organizational restructuring. More, role of each factor on employee suspicion to organizational restructuring in modern port is investigated. A Questionnaire (combination of 5 Questionnaires) is used for collecting required data and its satiability and Justifiability is confirmed with using Cronbach's alpha and experts' opinion. We use technique of modeling structural equations and LISREL software for analyzing data. Results indicate that all hypotheses of research are confirmed .

Key words: Organizational Structure, Employee Suspicion, Change, Port.

INTRODUCTION

Employee approach than administrative activities is one of the most important debates in organizational behavior management. Some organizations try to employ someone how have Consistent, peaceful, quiet and committed personality and also they expect these persons to support and being consistent with an action that occur in organization. For example, since a change program named administrative mechanization or process reengineering is proposed, they expect from employee to first intensively accept this change and consistent themselves with it, and or at least don't interfere in its implementation. Unfortunately, all employees aren't obligated to organization's programs and activities because of personality and organizational factors.

Investigating and explaining determinants on suspicion to organizational changes ...

A suspicion phenomenon is one of approaches that can explain causes of people resistance against organizational change suggestions. History of suspicion returns to Cynicism in fourth century BC. In opinion of this sect, human cannot rely to others integrity and purity. From Kalbion viewpoint, simple living, independence and contentment are real philanthropy and if human looking for pleasure and indolence and stay away from virtue and piety, his/her happiness is endangered. Suspicion phenomenon just not remains in sect opinion and it has dramatically emerged in police and enforcement, social and recently organizational activities. Kanter and Mirwais ¹ with publishing book named << suspicious Americans: life and work in emptiness and frustration era>> reported that %43 of Americans are suspicious than others faith and honesty and this cause their low participation in citizenship behaviors like participating in selection. Also, Americans feel cynicism and pessimism than careers and jobs, and their confidence decrease from 70 to 15 percent. Other studies that done in sequence of this claim found similar results². For example, suspicious to work and organization is high in university students that have part time job. Also, suspicious of Americans and Japanese to business and American managers increased when they saw Roger and me movie (that visualize Cruelty and ruthlessness of lockout and deporting employee in general motors. One reason of the public suspicion in America may be organizations reconstruction and modernization that cause deporting many employees at time stock price increased. Newsweek magazine, in one of its controversial issues, named organizational killers to groups of chief executive officer how deport 350000 employees while receive high wages and effective rewards³. Some people believe that suspicion will still increase with recent scandals of organizations.

Research materiality and problem statement:

Suspicion to organizational change is defined as pessimistic view to successfulness of change tries because we suppose that change officials are motiveless, depraved or both of them persons.

According to this subject that port includes studied population of this research, so should observe which condition can cause administrative employees suspicion to organizational change plans. In this regard, lack of awareness from nature and purpose of change programs is first factor that cause suspicion. If people are absent when change programs is programmed and provided, and give no news and announcement about change and probable developments of organization to people (employees), first these employee become cynical and pessimistic to goals of change bidders⁴. This belief to no frank and trickiness of changes agents cause updating emotions like disenchantment and frustration from change program, and naturally cause reactions such as failure advertisement and fiasco of suggested change programs or disruption in change implementation, and even they say something like: organization said these before and surely nothing will occur.

Second suspicion to change programs that is mentioned in this research is person's perception from organizational justice. Publicly, persons expect from organizations managers and official to obey perfect justice and fairness about source and interests' allocation and distribution, how distribute payments and interests and deal with them. Also, since change program is suggested, first don't assign high work to them; second deal with them with dignity and integrity and obey honesty and frank in their dealing; finally, career decisions is made with considering employees condition and free of any bias. If employee doubts to justice of organization managers and officers, and consider changes in condition as factor for justice deterioration, then will be pessimistic to change programs and as result resist against change⁵.

Third factor in stimulation of employees' suspicion to organizational change can be lack of adherence of organization to its initial promises at the beginning of employment that called psychological contract breach. Usually organizations promise something like wage increase, promotion, education and etc. to employee in employment time. If after a while person consider these promises unrealized, every program suggested from organization for his/her improvement stimulates his/her suspicion because previous experience of that person say that this program is irrational and it won't practically true. Thus, lack of adherence of organization to its promises stimulate suspicious and pessimism of persons to organization plans and activities⁶.

Fourth and the last factor that have effect on persons suspicion to organizational change programs is personality suspicious. Despite that some researchers know suspicious as affected of environmental condition, some researcher call suspicious as internal and stable mode. From this perspective, some persons are inherently pessimistic to others motivations and competences and they have no confidence to others⁷. It looks that persons how have pessimistic personality, probability are first persons how resist against suggested changes.

According to above mentioned topics, can clearly find that identifying factors and stimulants of employees suspicion to suggested programs of organizational change in port is main problem of this research⁸. In the other hand, have factors like psychological contract breach, organizational justice, pessimistic personality and participation in decision making effect on suspicious in organization employee? Also, which one of these factors has higher role in explaining suspicious change of employee in port?

Theoretical basics:

Anderson⁸ with reviewing theory of paranoid stated that suspicion potentially is valuable structure in organizational behavior. Initial correlation that is found between suspicion and important organizational consequences like job satisfaction, relations between persons and job stimulant required add suspicion to job approaches set that need to do precise and dramatic research on it. But,

Investigating and explaining determinants on suspicion to organizational changes ...

other job approaches like job satisfaction and organizational promise are generally considered as negative suspicion and hence is important topic for managers and organizations, because suspicious persons experience abundance of negative emotions such as depression, disgust or even embarrassment since think about their organization, and these emotions naturally associate unpleasant consequences for person and organization. In this regard, researchers know suspicious negative consequences to organizational change as commitment and motivation decrease, lack of support, decrease of job satisfaction, increase of complain and protest, alienation, and lake of job attachment.

In first approach, suspicion as reflection of basic philosophy about human nature named Colby costumes or idealism antithesis is overall approach that cannot rely on others confidence and purity. But, during decade ago, this concept is investigated in several areas like police, business organizations and social work.

There are 3 significant definitions in organizational suspicion literature: 1) Anderson⁸ theorized suspicious as negative approach derived from psychological contract breach; 2) described organizational suspicious as negative approach to organization and consist of three approach elements: belief in lack of honesty and integrity of organization; negative emotion to organization; and tendency to ridicule and critical behavior towards organization, in line with these beliefs and feelings; and 3) Ayton according to social stimulant theory defined suspicion as process of judgment about cause of negative event, event center, probability of negative event Stability in the future and forming negative and positive stimulants for behaving.⁹

For studying organizational suspicion, there are four overall approaches beside different definition that explain point of suspicious: personal approach that entitle suspicion first as negative and inappropriate feature and second as stable feature of human nature; social/institutional approach that conceptualize suspicion in level of institutions and society organizations and among all classes of people; professional approach that consist negativism than aspects of your work that cause losing honor and pride, and respect for yourself related to work; organizational change approach that want to theorize employee behavior during the implementation of situation improvement and change programs.

One of criteria for evaluating a theory is its degree of differentiation from other similar theories in a special aspect. In this regard, some researchers and experts suggest that suspicion structure should distinct and separate from other apparently similar concepts and structures. Structures that should distinct from suspicion are skepticism, confidence, organizational promise, alienation and job satisfaction. Contemporary researchers express that suspicion phenomenon associate many consequences for organizations. For organization, usually suspicion associate with scope of negative consequences like decrease of organizational citizenship behavior, motivation decrease, decrease of organizational promise and job satisfaction, emotional exhaustion and

absenteeism at work, mistrust, resistance against change and job burnout. However major researchers and experts consider suspicion as ominous and harmful phenomenon, but some of them mention goodness of suspicion and know it positive and useful for organization. For example, suspicion has relationship with non-synchronous of employees with requests of doing unethical behavior. In this regard, suspicious employees can act as song of consciousness for organization than other doesn't imagine that their work is hidden and no one will know¹⁰.

Identifying factors that emphasize on making, reinforcing and spreading persons suspicion is one way to control and manage employees suspicious in each organization. Despite many stimuli for incidence and prevalence of suspicion to organizational change, in this research just hostile character, organizational justice, psychological contract breach and participation in decision making are selected as stimuli of suspicion to organizational change. First variable, hostile character, want to describing suspicious person's behavior from their personality features. Second variable, justice, indicates person's perception from payment content, payment process and how deal with employees after implementation of change program. Third variable, psychological contract breach, define suspicion to organizational change as not doing previous expectations. Finally, participation in decision making is based on assumption that lack of awareness from organizational change decision has significant effect on his/her suspicious to change programs.

Disaggregated analysis of organizational suspicious studies (Dyne et al, 1998: 56)

Row	analysis	Personality approach	Institutional/ social approach	Professional suspicious approach	Organizational change approach
1	Represented concepts	Aggressiveness scale (Cook and Midley) ⁵	Suspicion (Kanter and mirwais) ¹	Suspicious to employees (Anderson; Anderson and Batman) ⁸	Suspicious to organizational
2	Concept center	Negative perceptions from others and hostility than others	Unrealistic expectation from society, institutions or others	Business organization, managers or other topics of job environment	Organizational change tries
3	definitions	Persons with high hostility, have low confidence to	Suspicion include: 1) forming unrealistic	Special and general attitude that hopelessness,	A moderate structure that including pessimism to

Investigating and explaining determinants on suspicion to organizational changes ...

		coworkers consider them as Liar, wretch, hideous and obscene, and moderate (Cook and Midley, 1954: 418)	expectations from myself or other that making expectation from society and institutions	disillusionment and also insults and distrust to business organizations, managers and other job topics are its features	success or future tries of organization change on this belief that change agents are Lazy, incompetent or both (Venos et al, 1994)	
4	Theoretical prerequisite	personality treasure of Minnesota	Expectations theory of Vroom	Psychological contract breach; approaches	Expectation theory; documents theory	
5	Cognitive correlation	mediocre	low	mediocre	High	
6	overlap	yes	yes	yes	Yes	
7	Stress preventing	no	yes	no	No	
8	stability	50 option; %86 alpha (Cook and Midley, 1954)	7 option; %78 alpha (Kanter and Mirwis, 1989)	7 options; %92 alpha and %86 organization and managers (Anderson and Batman) ⁸	8 options, %86 alpha	
9	Determinants effect	Individual	+++	+	0	+
		conditional	0	+++	+++	+++
10	persistence	high	mediocre	mediocre	High	
11	Influence strategy	Very low	Several case	unknown	high	

MATERIALS AND METHODS

This research is empirical type and based on how collecting data, its method is descriptive-survey and correlation type. In this research, inevitably all employee of Bandarabbas port are investigated for studying employees suspicious against organizational restructuring. According to performed studied, personnel working in all department of Bandarabbas port are more than 1000 persons and Considering that studying these numbers are not allowed in terms of time and expense, we sampling from statistical population. According to that different department of Bandarabbas has different volume of personnel, class sampling method is used and sample volume is 418 persons of studied organization personnel?

Research hypotheses:

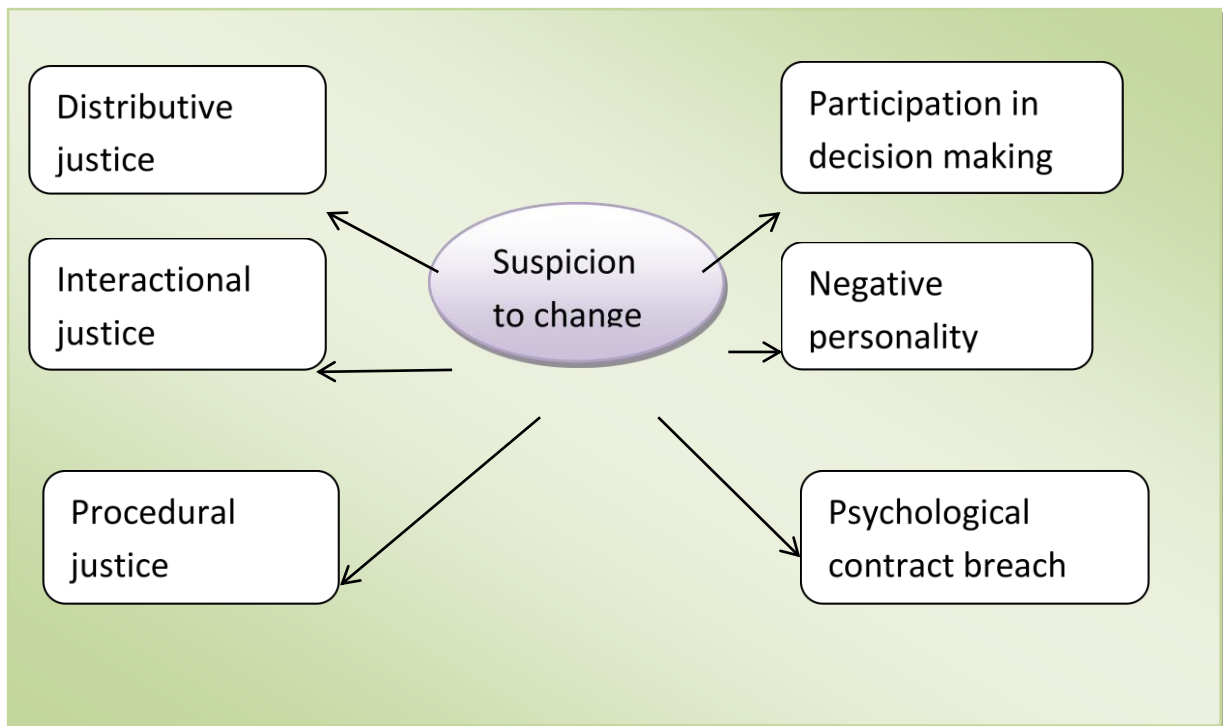
Hypotheses of this research are as follows:

١. Negative and militant personality has effect on employees suspicious to organizational change in port (positive).
٢. Distributive justice has effect on employees suspicious to organizational change in port (negative).
٣. Procedural justice has effect on employees suspicious to organizational change in port (negative).
٤. Interactional justice has effect on employees suspicious to organizational change in port (negative).
٥. Participation in decision making has effect on employees suspicious to organizational change in port (negative).
٦. Psychological contract breach has effect on employees suspicious to organizational change in port (positive).

Research conceptual model:

Knowing that suspicion should be increased in organization, in this model, it is assumed that participation in decision making and organizational justice emotion have reverse relation with suspicion than organizational change. It means that if a person play active role in decision making or feel justice from treatments, payments and organizational procedure, then his/her suspicious to organizational change decrease. On the other, psychological contract breach and militant personality have direct relationship with suspicion; it means that if a person inherently has hostile personality and organization isn't faithful to its promise and exceed from it, then person is suspicious than organizational change programs. Research model that adapted from Stanley et al. research is as follow:

Investigating and explaining determinants on suspicion to organizational changes ...



RESULTS

In this research, after collecting questionnaires and extracting answers for converting initial data obtained from questionnaire to usable mood with using SPSS software and entering data to it and extracting descriptive statistics with classifying information, converting classified information to frequency, statistical average and one and two dimensional tables and then normality of sample is examined by Kolmogorov – Smirnov test.

Test results indicate that investigated variables are normal, so, parametric tests are used in this research.

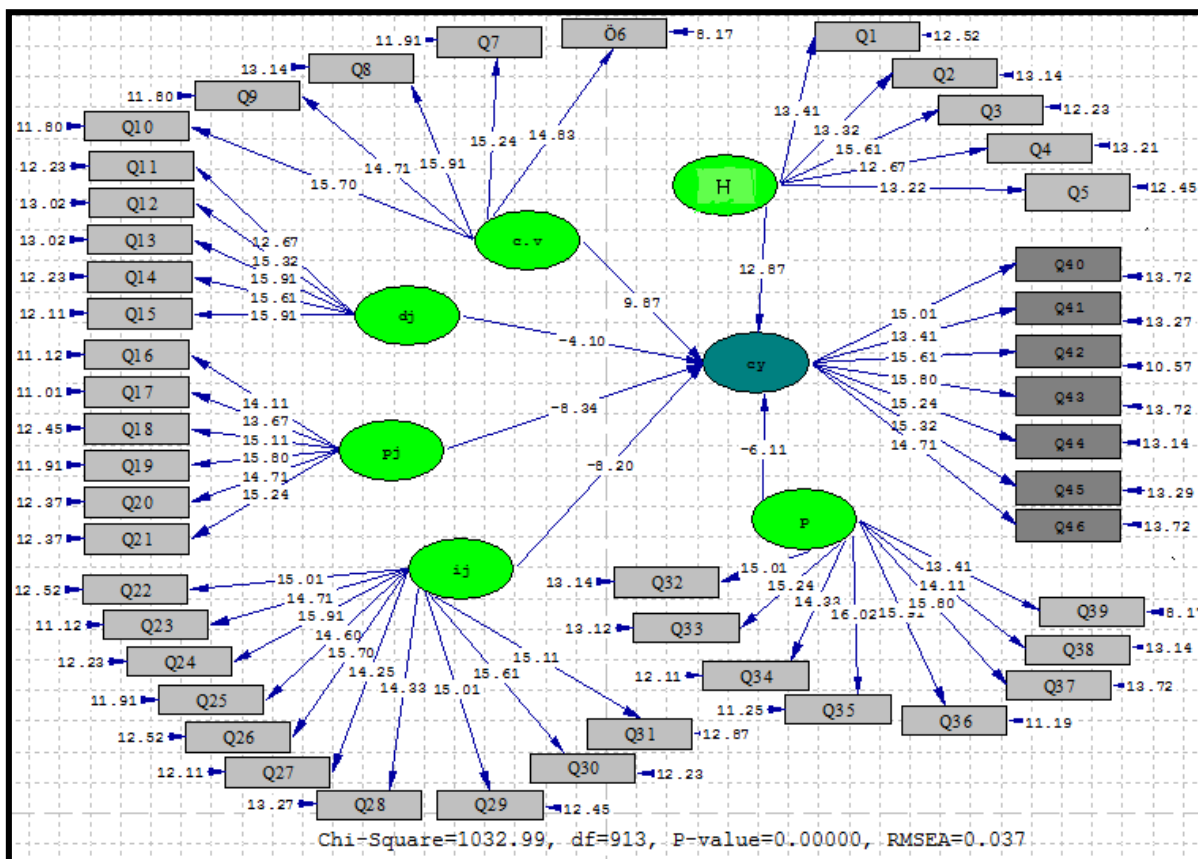
Table 1. Results of statistical test of investigating normality distribution of research components

Research components	Significant level)sig(statistic k-s
Personality suspicious	0.502	0.861
Psychological contract breach	0.410	0.932
Distributive justice	0.490	0.804
Procedural justice	0.631	0.645
Interactional justice	0.508	0.823
Suspicion to change	0.343	0.938

After debating about how calculate factors number and before entering to testing hypotheses stage, it necessary to ensure from authenticity of model of

measuring determinants on making suspicious among port employees. So, in following, models of measuring these two investigated variable is taken that this work is done by structural equations model. At following, determinants on making suspicion among port employees are plotted in significant mood.

Fig. 1: Significant number of coefficients of model of measuring determinants on making suspicious among port employees



Research findings show that as some researchers observe, there is reverse relationship between participation in decision making variable and suspicion to organizational change. Regression standard coefficient estimation (0.226) indicates that if other conditions are constant, we can ascribe about %23 changes of employees suspicious to participation or non-participation in decision making. However, structure of participation in decision making in this research conceptualize based on 3 aspects of tendency to participation in decision making, participation choice in decision making meeting and influence on decisions, but in stage of evaluating operating indexes justifiability, aspect of tendency to participation in decision making are excluded because it hasn't operating justifiability criteria. Yet, can express that Having the opportunity to participate in decision-making and ability to influence decisions by providing constructive ideas and comments can play role in decreasing persons suspicion to organizational change programs.

Investigating and explaining determinants on suspicion to organizational changes ...

Table 2. Hypothesis results testing

Hypothesis	relationship	Normalized value	t value	result
	direct			
1- Negative and militant personality has effect on employees suspicious to organizational change in port	×	0.88	12.67	confirm
2- Distributive justice has effect on employees suspicious to organizational change in port	×	-0.32	-4.10	Confirm
3- Procedural justice has effect on employees suspicious to organizational change in port	×	-0.58	-8.34	confirm
4- Interactional justice has effect on employees suspicious to organizational change in port	×	-0.56	-8.20	Confirm
5- Participation in decision making has effect on employees suspicious to organizational change in port	×	0.65	9.87	Confirm
6- Psychological contract breach has effect on employees suspicious to organizational change in port	×	-0.46	-6.11	confirm

DISCUSSION

According to results obtained from structural equations model can deduce that negative and militant personality can cause increasing employees suspicious. On the other hand, it can cause about %88 of port employees suspicious to changes in organization. Results of this research show that as some researchers ^{1, 2, 8} found, there is positive and significant relationship between person's negative personality and their approach, particularly their suspicious to organizational change programs. It means that increasing number of persons how is always suspicious to others activities and tendencies, cause increasing suspicions to suggested change programs in respective organization. If conditions are constant, estimated coefficient of this increase is that by one unit change in negative and hostile personality of employee, suspicion to organizational change increase about %88.

Also, distributive justice can cause decreasing employees suspicious. On the other hand, it can cause decreasing %32 of port employees' suspicion to changes in organization. If other conditions are constant, we can ascribe %32 of persons suspicious to change to their perceptions from distributive justice. So, if people feel justice and impartiality in distribution of interests, payments and rewards, their suspicious to change program will decrease. Based on Venire attributive model, since a negative event like injustice in the distribution of resources and rewards occur, persons perceptions about causal aspects of this negative event will work. These attributive perceptions cause forming excitements like anger, compassion and hope. If one ascribe injustice occurrence in distribution of resources and rewards to organization real intent, also based on previous injustice hasn't hope to conditions improvement in future, then, he/she will be suspicious to organization programs. More, if one is likely don't obey justice and partiality about them when suggested change program is being done, then belief to dishonesty of change responsible and negative and hopelessness to organization flare in them and turn to disappointing and ironic behavior. Also, procedural justice cause decreasing employees suspicious. On the other hand, it can cause decreasing %58 of port employees' suspicion to changes in organization. In explaining this findings can have such expression that change goals show formation reactions with high probability when changes are performed with initial alert and they are based on formal criteria and standards (components of procedural justice) ^{7,6}. Against, when change leaders activities aren't based on justice, then probability of outbreak of destructive behavior and negative approaches (suspicious reactions) is high^{5,8}. So, if individuals are likely that justice isn't respected in procedures of paying resources and outputs when change programs performed, then suspicious negative approach is formed. According to results obtained from structural equations model can deduce that procedural can cause decreasing in employees' suspicion. On the other hand, it cause decreasing %56 of port employees suspicious to changes. Results of fourth hypothesis show that as some researchers ⁹ found, there is reverse and significant relationship between justice perception in interactions and suspicion to organizational change. Normalized coefficient estimation (0.56) indicates that by %1 change in employee perceptions from interactional justice, their suspicious approach to organizational change programs decrease as much as 56 percent. Also, psychological contract breach can cause increasing employees suspicion. On the other hand, it can cause increasing %65 of port employees' suspicion to changes in organization. Research findings show that as some researches ^{2, 4} expressed, there is positive and significant relationship between psychological contract breach and suspicion to change programs. Normalized estimation coefficient (0.60) means that by %1 change in psychological contract breach, employees suspicion increase as much as %65. Also, participation in decision making can cause increasing in employees' suspicion. On the other hand, it can cause increasing %46 of port employees' suspicion to changes in

Investigating and explaining determinants on suspicion to organizational changes ...

organization. Research findings show that as some researchers^{5,10} observed, there is reverse and significant relationship between participation in decision making and suspicion to change programs. Normalized regression coefficient (0.226) estimation indicates that if other conditions are constant, by %1 change in participation in decision making, employees suspicion increase as much as %23. However, structure of participation in decision making in this research conceptualize based on 3 aspects of tendency to participation in decision making, participation choice in decision making meeting and influence on decisions, but in stage of evaluating operating indexes justifiability, aspect of tendency to participation in decision making are excluded because it hasn't operating justifiability criteria. Yet, can express that Having the opportunity to participate in decision-making and ability to influence decisions by providing constructive ideas and comments can play role in decreasing persons suspicion to organizational change programs.

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