

## The Relationship between Organizational Culture and Employees' Change Acceptance in Mellat Bank of Tehran

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### Abstract

**Objective:** This paper seeks to investigate the relationship between organizational culture and employees' change acceptance in Mellat Bank of Tehran. **Method:** This research is developmental-applied objectively and regarding how to conduct is the survey. The statistical population in this research was all employees of Mellat Bank of Tehran in 2017. Using the Cochran formula, 408 people were sampled. Organizational culture questionnaire based on organizational culture model (Denison et al., 2000) and questionnaire of attitude to change of Saatchi et al. (2010) was used to collect information. The questionnaires were provided to some experts, and the results of this survey resulted in necessary amendments to the questionnaire. As a result, the questionnaire received formal and content validity. The Cronbach's alpha coefficient is more than 0.7. Therefore the reliability of the questionnaire was confirmed. For data analysis, bivariate regression test was used at a significance level less than 0.05. In this regard, the spss version 22 was used. **Findings:** The results showed that the organizational culture variable (49.4%), the variable of involvement in work (37.4%), the similarity variable (16.3%), the coordination variable (33.9%) and the mission variable (30.7%) explained the variations of employees' change acceptance. **Conclusion:** The results of present study showed that organizational culture has a direct association with change acceptance by employees.

*Keywords:* Organizational Culture, Change acceptance, Mellat Bank, Tehran, Employees

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### 1. Introduction

Organizational culture is an environmental variable that affects all members of the organization differently, and hence the proper understanding of this structure is important for managing the organization and effective work. The members of the organization train

their organization to new members as the best way to solve problems, written culture and even non-written culture to resolve issues related to external adaptation (for example, the best way to participate in global markets) and internal integration (the best way to coordinate and strengthen processes within an organization). Therefore, by having the capacity to change and transform the organizational culture, change the actions of thoughts, the emotions of a large part of the organization's members are possible [9]. The key role of organizational culture is to increase the ability of individuals' response to issues of external adaptation and internal integration. All organizations have to continuously investigate these two broad categories, and awareness of such issues and adaptive learning, which are two vital signs of the effectiveness of an organization is essential [1].

The core of organizational culture is values that the members of an organization are all in common and based on these values; internal organizational behaviors are formed [6]. Culture is a collection of key values widely accepted by members of the organization [12]. Organizational culture is, in fact, a complement of organization's performance. The richness of this culture creates empathy among each member of an organization and helps them to consider themselves in a queue, a role that organizational culture plays in an organization divides to the function of organizational culture as well as its effects on different sectors of an organization [5].

Organizational culture has many functions that are referred to some of them: there is a strong relationship between organizational culture with personal effectiveness and leadership effectiveness and job satisfaction [7], Organizational culture causes adaptability outside the organization and integration within the organization [10], culture creates a group identity that helps the members of group to coordinate and adapt to the policies, missions, and goals of the organization [11], organizational culture provides group commitment [8], organizational culture acts as a social controller to strengthen certain behaviors and dominant values [2], and organizational culture affects all organizational interactions [5].

One of the major tasks of managers is to shape and guide the core values and organizational culture. In fact, the organization's leaders play the key role in managing values in the organization. Even some scholars measure high performance with the achievement and dominance of high values and goals in the organization. Also, many researchers concluded that even if the organizational goal is only profitable, regardless of the values of the organizational culture, it cannot be achieved their goals. Consequently, managers should have the necessary attention and investment in managing organizational culture [3]. Considering the importance of the subject, this paper examines the contribution of organizational culture and its dimensions in explaining and predicting employees' change acceptance in Mellat Bank in Tehran.

## **2.Method**

The method of this research is descriptive correlational. The statistical population in this research was all employees of Mellat Bank of Tehran in 2017. Using Cochran formula, with a 5% error level and 95% confidence level, the sample size was 408 people. Sampling method was a multi-stage random sampling for accessing the samples. A questionnaire was used to collect information.

- A questionnaire of organizational culture [4] including 4 aspects each of which are analyzed through 15 questions
- A questionnaire of change acceptance consisting of 18 questions

In the present study, content validity was used to examine the validity of questionnaires so that comments of scholars and specialists are collected.

Cronbach's alpha was calculated for variables of change acceptance (0.779) and dimensions of organizational culture variable; involvement in work (participation) (0.814); similarity dimension (compatibility or integrity) (0.717); harmony dimension (adaptation) (0.75), mission dimension (0.7). Since the values are more than 0.7, and the reliability of the questionnaire was approved.

To analyze the information of statistical tests, Pierson correlation coefficient, bivariate regression, and multivariate regression were calculated in SPSS software (version.20).

### 3.Findings

According to Table 1, the obtained value F (283.265) which is significant in error level less than 0.05 shows that the regression equation is significant. The correlation coefficient ( $R = 0.704$ ) indicates that organizational culture has a strong and positive relationship with employees' change acceptance, the adjusted coefficient of determination ( $R^2 = 0.494$ ) shows that the organizational culture variable explains 49.4% of variations of employees' change acceptance. Regression coefficient ( $B = 1/426$ ) also identifies the share of organizational culture variable in predicting dependent variable changes, so that for an increase in organizational culture, the rate of employees' change acceptance increases 1.4%, also the t static and error level less than 0.05 shows that the variable has a significant statistical effect in explaining changes in of employees' change acceptance.

**Table 1:** Two-variable regression between organizational culture and employees' change acceptance

Variable	R	$R^2_{adj}$	B	F	Sig	t	Sig
employees' change acceptance organizational culture (total)	0.704	0.494	1.426	283.265	0.000	16.830	0.000

According to Table 2, the obtained value F (173.586) which is significant in error level less than 0.05 shows that the regression equation is significant. The correlation coefficient ( $R = 0.613$ ) indicates that involvement in work has a strong and positive relationship with employees' change acceptance, the adjusted coefficient of determination ( $R^2 = 0.374$ ) shows that the organizational culture variable explains 37.4% of variations of employees' change acceptance. Regression coefficient ( $B = 0.453$ ) also identifies the share of involvement in work in predicting dependent variable changes, so that for an increase in involvement in work, the rate of employees' change acceptance increases 45.3%, also the t static and error level less than 0.05 shows that the variable has a significant statistical effect in explaining changes in of employees' change acceptance.

**Table 2:** Two-variable regression between involvement in work and employees' change acceptance

Variable	R	R <sup>2</sup> .adj	B	F	Sig	t	Sig
employees' change acceptanceinvolvement in work dimension	0.613	0.374	0.453	173.586	0.000	13.175	0.000

According to Table 3, the obtained value F (80.186) which is significant in error level less than 0.05 shows that the regression equation is significant. The correlation coefficient ( $R = 0.406$ ) indicates that similarity has a poor and positive relationship with employees' change acceptance, the adjusted coefficient of determination ( $R^2 = 0.163$ ) shows that the similarity variable explains 16.3% of variations of employees' change acceptance. Regression coefficient ( $B = 0.242$ ) also identifies the share of similarity in predicting dependent variable changes, so that for an increase in compatibility and integrity, the rate of employees' change acceptance increases 24.2%, also the t static and error level less than 0.05 shows that the variable has a significant statistical effect in explaining changes in of employees' change acceptance.

**Table 3:** Two-variable regression between similarity and employees' change acceptance

Variable	R	R <sup>2</sup> .adj	B	F	Sig	t	Sig
employees' change acceptance similarity dimension	0.406	0.163	0.242	80.186	0.000	8.955	0.000

According to Table 4, the obtained value F (209.541) which is significant in error level less than 0.05 shows that the regression equation is significant. The correlation coefficient ( $R = 0.583$ ) indicates that coordination has a relatively moderate and positive relationship with employees' change acceptance, the adjusted coefficient of determination ( $R^2 = 0.339$ ) shows that the coordination variable explains 33.9% of variations of employees' change acceptance. Regression coefficient ( $B = 0.351$ ) also identifies the share of coordination in predicting dependent variable changes, so that for an increase in adaptability, the rate of employees' change acceptance increases 35.1%, also the t static and error level less than 0.05 shows that the variable has a significant statistical effect in explaining changes in of employees' change acceptance.

**Table 4:** Two-variable regression between coordination and employees' change acceptance

Variable	R	R <sup>2</sup> .adj	B	F	Sig	t	Sig
employees' change acceptance Coordination dimension	0.583	0.339	0.351	209.541	0.000	14.476	0.000

According to Table 5, the obtained value F (181.164) which is significant in error level less than 0.05 shows that the regression equation is significant. The correlation coefficient ( $R = 0.555$ ) indicates that mission has a relatively moderate and positive relationship with employees' change acceptance, the adjusted coefficient of determination ( $R^2 = 0.307$ ) shows that the mission variable explains 30.7% of variations of employees' change acceptance. Regression coefficient ( $B = 0.315$ ) also identifies the share of mission in predicting dependent variable changes, so that for an increase in mission, the rate of employees' change acceptance increases 31.5%, also the t static and

error level less than 0.05 shows that the variable has a significant statistical effect in explaining changes in of employees' change acceptance.

**Table 5:** Two-variable regression between mission and employees' change acceptance

Variable	R	R <sup>2</sup> .adj	B	F	Sig	t	Sig
employees' change acceptance mission dimension	0.555	0.307	0.315	181.164	0.000	13.460	0.000

#### 4. Discussion and conclusions

Due to the effect of organizational culture on change acceptance by employees, one can conclude that lack of attention to organizational culture, beliefs and values of individuals will generate many difficulties in current trend of an organization and wastes a lot of energy for solving created challenges if it doesn't lead to total organizational failure and lack of achievement to predefined objectives and perspectives. As the existing evidence show, organizational culture is a complicated phenomenon which plays a significant role in the facilitation of organizational development and evolution. So, when organizations are not well-aware of their own organizational culture, its aspects and variables, there will be a lot of practical issues such as organizational conflict, organizational incoherence and decline of performance (Rahimnia and Alizade, 2008. P.148-149)

Due to the results of the present study and significant association between organizational culture, its components, and change acceptance, the following suggestions are provided:

- Organizational managers should use the eagerness of cooperation of members and employees of the company to facilitate decision making and conflict solution, generation of recommendations system as well as helping in satisfaction of bodily and mental demands, holding necessary training courses, generating meritocracy and innovation mentality and using associated consultants and scholars. Such actions generate an open and creative environment which provides the basis for employees' involvement.
- It is suggested that talents of young and educated individuals should be used in management board of the company so that new ideas pave the way for the provision of proper services.
- Educational workshops and courses for employees should be designed to help the employees to better understand the way to provide services and improve communicative skills or training workshops should provide modern educational methods and guidelines for more effective communications.
- It is recommended that managers should write a list of practical activities and the way to do them when there is free time. In other words, work activities are scheduled based on their priorities.

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