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Abstract- The study aimed to identify the impact of strategies of change resistance management on the improvement of the performance of workers in the Jordanian telecommunications companies, the study population consists of all the workers of these companies. The questionnaire was distributed to a sample of (225) Single eatery, including staff at the center and branches, (212) of distributed questionnaires which they form the percentage of (95%) of the number has been collected, (205) questionnaire of them underwent statistical analysis, representing (87%) of the number of questionnaires received. There is a statistically significant between the resistance to organizational change management strategies and the improvement of the performance of workers in Jordanian companies, in light of the results of the study the researcher presented some recommendations: the need to satisfy the psychological and physical needs, allow workers to participate effectively in change programs, build a supportive organizational culture processes for organizational change, application of training programs on the importance of managing change.

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I. Introduction

The change management is the managerial administration concerned with the process of transition from a particular state (status quo, which is the problem) to a new position (to switch to the desired mode, which is considered as a solution). There are a range of reasons for the change; a dissatisfaction with the status quo, a sense that change is an inevitability that should be met, reaching better position (such as promotion to another job with a higher salary, for example), and to achieve the aspirations of personal ambitions or self-realization. The reasons for the change process failure are many. The most important among them is workers and staff of institutions and companies resistance to change, and the reasons behind the resistance of individuals to change is the belief that there is no real need to change, or that the change risks outweigh the benefits, and that the process of change is doomed to fail, most researches conducted on the subject of change have reached that institutions cannot retain the outstanding performance of their workers in the long term without having a well-established institutional philosophy that promotes a culture acclimatization or adaptation to a changing work environment. For the change to be successful, it requires the creation of an appropriate open communication with workers, listen to their views and suggestions, get their support at all levels, clarify the importance of change for them and for the company, working to overcome their resistance to change and involving them in all stages of the process of change by making them active partners in this process, the activation of the process of change and making it successful by all measures and standards requires a well thought out strategy and very well studied that taking into account all possible reactions (refusal the process of change fundamentally, especially during the transition phase). Change agents must help workers to make the transition from the old situation to the new one with great satisfaction and confidence and to clarify the desired objectives carefully and transparently reassuring them that the change would not be against their personal interests through building good relationships with them, which requires a high professional level in relationship management.

II. Importance of the Study

The study draws its importance from being related to the subject of the impact of the strategies of organizational change resistance management to improve the performance of workers, which is now seen as the key to the success of organizations and their distinctiveness, making the system more effective and efficient in achieving its objectives and increase its ability to solve the current problems and prediction of potential problems specially in a sensitive environment like the environment of these companies.

III. The Issue of the Study

There are many strategies used in the management of resistance to change in the Jordanian

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telecommunications companies, however, their use in a non-objective, or inappropriate manner may leads to the waste of a lot of resources, and the inability to implement change programs in these companies. From here the issue of the study has emerged in the position of these companies in their actual position in order to adapt their limited resources with the management of resistance to change requirements. Thus, the study's main question is: What is the impact of resistance to change on the performance of workers in the Jordanian telecommunications companies' management strategies??

IV. Hypotheses of the Study

The main hypotheses: There is no statistically significant effect of the strategies of resistance to change management on the improved performance of workers.

From the premise of the main hypotheses the following statements emerge:

- There is no statistically significant effect of the strategies of resistance to change management (learning and communication) to improve the performance of workers.
- There is No statistically significant effect of the strategies of resistance to change management (participation and integration) to improve the performance of workers.
- There is No statistically significant effect of the strategies of resistance to change management (facilitation and support) to improve the performance of workers.

V. Previous Literature

a) Management of Change

The goal of the management of change in organizations is the task of the introduction of new methods of work in more effective way (Al atiyat, 2006). Management of Change is the process in which the conversion of an existing organization from one setting to another in order to increase its effectiveness, which is the extent in which the organization achieves its goals(Al-Sawalhah, Al- Raggad, Aladwan, 2015).

i. *The areas of change*

- Activities and Business: The form of change here for example is to invent new work and activities, or merge activities with other activities, or cancel existing activities.
- The human element: changes in this area take the form of increase in the size of the workforce through the selection and appointment, or downsizing through layoffs and dismissal, or increasing their skills through training and development programs.... Etc.
- Material resources: such as changing machines, raising the technological level of the user, change the type of raw materials ... etc (Al atiyat, 2006).
- Policies: Change here takes the form of cancellation of existing policies, creating new ones, modifying policies in place.... etc (Alsawalhah, 2016).
- Methods and procedures: Change here takes the form of simplifying them to achieve speed in performance, or the introduction of new ways.... Etc (Al atiyat, 2006).
- Structure: Change here comes in the form of restructuring of the administrative units, the creation of new departments, or merging departments with other.... etc.

ii. *Causes of resistance to change (Alsawalhah, 2016)*

- Personal and political interest: the outcome of change on personal level associated with personal loss, such as loss of career, and the possibility for loss of promotion and keeping away from co-workers (Kinicki, Kreitner, 2007).
- Psychological reasons: They are related to areas such as fear of the unknown or fear of failure and also the fear from the inability to develop the skills required in the new situation, or a decrease in the ability to generally adapt and change (Al atiyat, 2006).
- Emotional reasons: include loss of motivation necessary to adapt to the new situation and the denial of the need for change as well as the uncertainty of the benefit of the change in relation to the individuals (Abuhamdih, 2002).
- The trend followed in the implementation of the change and applying it: Includes weakness in the personnel contribution and participation in the process, as well as weakness in the process of connection and communication (Kinicki, Kreitner, 2007).
- Individuals recognition of change: By a lack of individuals awareness about the need for change, and to what it indicates? What must be done and the potential of the proposed changes.
- History and culture of the company: the company failure in previous change projects leaves a great impact among staff towards change and other new change projects.

iii. *Methods to reduce the resistance to change (Kinicki, Kreitner, 2007)*

- Contact for persuasion: where the targeted group by the change haven't got the accurate information about the objectives and results of the change.
- Participation in the change: involvement in the change contributes to their access to more information about the change and will they will have the opportunity to make an impact on the process through their personal ideas as well as it reduces the associated anxiety with the change and gives

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them the sense that they are part of the change thus they become more committed to work and change.

- Provide incentives for change: The change goal expansion to incorporate the needs and desires of the workers, including what it offers of positive incentives for them will reduce their resistance to the process of change (Alsawalhah, 2016).
- Work through informal leaders: if the director was able to obtain the cooperation and commitment of the unofficial leaders then the resistance to change by the Group can be greatly reduced (Abuhamdih, 2002).

iv. *Possible advantages for resisting change*

- Resistance to change may encourage the management to examine its proposals to change in depth and infinite seriousness to make sure they are suitable (Kinicki, Kreitner, 2007).
- Resistance to change can help in discovering some areas and problems spots that likely to be caused by the change (Alsawalhah, 2016).
- Resistance provides the management with information on the severity and intensity of the feelings of individuals on a certain issue, it also provides an outlet for individuals to express their feelings, and can encourage individuals to think and talk about change in greater scope so they may understand it in a better way (Landy, 1985).

v. *There are many strategies pursued by organizations to deal with resistance to change, some of those strategies are (Kinicki, Kreitner, 2007)*

- Education and communication: this strategy will help workers to see the need for change and the logic behind it. That may take several forms including individual chat, presentation to groups or notes and reports.
- Participation and Integration: Research and studies have confirmed that participation in change programs by individuals lead to obedience and commitment to the implementation. This method is used when the individuals working with; or affected by the change have a high potential for resistance. One of the most positive aspects of this method is that participants will adhere to applying the change. The drawbacks are that it takes a long time.
- Facilitation and support: This way is based on training workers on new skills, and provide the necessary support to them and give them a rest period after the change .positive outcome of this way is there is no other way better than it. The drawbacks are; it requires a long time in addition to its high cost (Abuhamdih, 2002).
- Negotiation and agreement: This method is used when there is a side to sustain significant and clear damaged of the process of change, and at the same time this side possesses the ability to resist change, for example, giving the union higher pay rate for its members of the individuals working in the organization in return for agreeing to change the work instructions .Its positive side is represented in it being relatively easy way to avoid resistance. The drawback is the possibility of higher costs (Alsawalhah, 2016).
- Exploitation and selecting members: Under this method a chosen member by the working personnel is placed at an important position in the design process of change in order to ensure his / her endorsement of the process of change .Most positive aspects of this method are: it is fast and fairly inexpensive. As for drawback, it may cause problems in the future if the workers felt that they had taken advantage of.
- Apparent and hidden coercion: Under this method workers are forced to accept this change so they are threatened secretly or openly with losing their jobs or denying them promotion. Resorting to this method happens in the event that speed is of paramount importance, and also when the creators of change has great power (Abuhamdih, 2002).

b) Workers Performance

The concept of performance refers to the outputs and objectives the organization is trying to achieve through its workers, that is, the concept of linking the activity and the objectives pursued by all organizations through the tasks and duties performed by workers within those organizations (Ameri, Ghalibi, 2008). Andrewd defined performance as a reaction of the behavior of the workers, and that behavior is determined by the interaction of effort and abilities of the workers in the organization (Ameri, Ghalibi, 2008). As for Haynes; she defined performance as the output achieved by the workers when carrying out any of the works of the organization (Ameri, Ghalibi, 2008).

Performance is also defined as the workers ability to achieve the objectives of the job that he / she holds in the organization (Abuhamdih, 2002). There is a difference between behavior, achievement and performance, as behavior is what people are doing relating to the work of the organization they work for, as holding meetings and the performance of activities and tasks assigned to them and all the work that they do to achieve the work assigned to them, as for the achievement; it is what remains of the impact or results after the individuals stopped working, it is like the final outputs for their works and activities, while the performance is the interaction between behavior and achievement, behavior alone is not a unit neither achievement by itself, but being integration together. Improving performance is a systematic and comprehensive method to treat the problems of the organization; it is an organized method that starts by comparing the current situation with the desired outcome and determine the performance gap (Landy,

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1985). When the performance gap is identified; actions and the appropriate steps to enhance the performance will be taken, and could include an extensive review of the system, or the introduction of new tools and equipment, or modifying the rewards system, or managing those resistant to work change, and when choosing one procedure or more they should be applied effectively, and after the application evaluation is to be conducted (Abuhamdih, 2002).

i. *Staff performance indicators*

Performance represents a baseline for judging the effectiveness of individuals, administrative units and organizations through a set of indicators, the most important ones (Landy, 1985):

- Productivity.
- Work: the morale of the personnel involved and rates of absence from work.
- The extent of the tasks and duties precision, speed and mastery achievement.
- Innovation and creativity.
- The degree of discipline and respect for the system and the way of dealing with workers;
- The cooperation level among the work team, flexibility and the ability to make decision

ii. *Factors affecting the performance of workers*

Individual performance is influenced by multiple host of different and interrelated factors that are difficult to be practically identified and distinguished, as besides the many different factors affecting the performance, they vary depending on the time, place and stage of life of the individual as well as physical factors, the difference is observed in the severity of its impact as some of these factors lead to increased performance, while others lead to lowering it, and some of them have a direct impact on performance while others an indirect influence on it (Lang, 1992) .

iii. *For the purpose of simplicity we can divide these criteria into two types*

a. *First, internal factors*

Combination of factors that are subject to the control of management and organization which are many and varied, and according to previous studies, the factors that affect the performance of workers are made up of (Landy, 1985):

- Human element: Considered the most important resource in the organization as a dynamic factor affecting all administrative processes, and is the master of all other factors, as decisions taken by the individual in the organization are the basis in determining the quality and quantity of production and cost.
- Management: The management is responsible for the effective use of all substances that fall under the control of the organization, management style is a procession consists of several behaviors and procedures for achieving the objectives of the organization, which is measured by the perception of individuals for the authorities granted to them, and the pressures put on them by Higher Management.
- Regulation: It includes the distribution and the determination of assignments, responsibilities and division of labor according to the disciplines, control and coordination.
- The degree of balance in the system and making the necessary changes according to the new developments in the systems and methods of work, employment and the system of incentives, training and development, all of that would affect the performance of workers and achieve goals efficiently.
- The nature of the work: It points to how important the function of the individual is, and the amount of growth opportunities and promotions available for the incumbent and the level of fulfillment associated with the job, as the higher the degree of consensus between the individual and the work performed by the individual, the more enthusiast and loyal will be and thus his / her performance.
- Working environment: or what is known as the internal components of the environment (that surrounds the individual during his/ her job performance) of social and organizational ties, communication, wages system, incentives and other factors that have a critical impact on the per formative behavior of the human factor positively and negatively.

b. *Second, external factors (Mamoria, 1995)*

The external factors are those factors outside the control of the organization and there are many external factors that affect performance, including:

The social and cultural environment, political and legal environment and economic environment.

- Social environment: includes community and class composition, and the possibility of ascending to a higher class, the definition of social roles and the nature of the social system and the development of social institutions. .
- The cultural environment: Includes the background of the historical society and its beliefs, values and rules of conduct in it, and placed the cultural components of different views on the relations of power and driving patterns, and relationships between individuals and rationality, knowledge and technology and the nature of social institutions
- The cultural environment: Includes the background of the historical society, its beliefs, values and rules of conduct in it, the cultural components set different views on the relations of power and leadership patterns, and the relationships between

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individuals and rationality, knowledge and technology and the nature of social institutions

- Political and legal environment: The political environment means the general political climate in society and the degree of political power concentration and the nature of political system and the system of political parties, as for the legal environment; it means the constitutional aspects, laws and regulations which relate to the establishment of institutions, taxation and control.
- Economic environment: These include the type of economic regulation and private property or public, centralized or decentralized economic planning, the banking system, financial policies, the level of investment and consumption characteristics.

iv. *The importance of improving the performance of workers*

Improving the performance of worker has significant important in light of the economic, social, technological and governmental changes that affect to large extent the objectives and strategy of the organization, on the other hand, these changes could lead to the obsolescence of skills borne in a short time. The importance of improvement lies in the following main aspects (Abuhamdih, 2002):

The importance of improved performance for the organization (Mamoria, 1995).

This importance appears as follows:

- Increased productivity and organizational performance.
- Organization gaining a competitive advantage
- Helps in connecting workers to the objectives of the organization.
- Increase job satisfaction among workers
- Helps creating positive internal and external trends toward the Organization
- Helps in opening up the regulations on society.
- Leadership development methods and the rationalization of administrative decisions
- Defining and clarifying the regulated general announcements
- Importance to the personnel (McMeyer, Smith, 2000)
- Help workers to perform their work in the correct way from the first time
- Helps individuals to improve their understanding of the organization and to follow their role in it.
- Helps individuals to improve their decision and solve their problems at work.
- Considered as a motivation for better performance
- Helps communication skills among individuals.
- Importance for the development of human relations (Mamoria, 1995).
- The development of social interaction among staff.
- Develop the ability of individuals to accept the adaptation to ongoing changes.
- Strengthening the relationship between management and personnel.

VI. Testing the Hypotheses of the Study

In this part of the study the hypotheses of the study will tested as the main hypotheses was subjected to the multiple regression analysis, while the Sub-hypotheses were subjected to simple linear regression. The study seeks to test the following hypotheses:

The main hypotheses: There is no statistically significant effect of the strategies of resistance to change management on the improved performance of workers Sub-hypotheses will be analyzed using simple linear regression

First Sub-hypothesis: There is no statistically significant effect of the strategies of resistance to change management (learning and communication) to improve the performance of workers.

Table 1: First Sub-hypothesis Simple regression analysis

Dependent variable	Model Summary		Analysis of variance			Transaction table				
	Correlation	Limiting factor	F	Freedom degree	Indication level	Report	β	Standard error	T	Indication lvl
Improving worker performance	0.321	0.288	38.021	201-3	0.000	Learni-ng and Comm.	0.288	0.042	10.215	0.000

From the table above we see that there is a strong correlation between the variable relationship (learning and communication) and the improvement of staff performance in the Jordanian telecommunications companies, learning and communication has explained what amount to 28.8% of the variance in improving worker performance, as evidenced by the value (F) on the moral test. Based on the results we accept the alternative hypothesis that says:

There is statistically significant effect of the strategies of change resistance management (learning and communication) to improve the performance of workers.

Sub-second hypothesis: There is no statistically significant effect of the strategies of resistance to change management (participation and integration) to improve worker performance.

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Table 2: Second sub- hypothesis Simple regression analysis

Dependent variable	Model Summary		Analysis of variance			Transaction table				
	Correlation	Limiting factor	F	Freedom degree	Indication level	Report	β	Standard error	T	Indicati on lvl
Improving worker performance	0.521	0.605	21.056	201-3	0.000	Learning and Comm.	0.605	0.021	13.02	0.000

From the table above we see that there is a strong correlation between the variable relationship (participation and integration) and the improvement of staff performance in the Jordanian telecommunications companies, it has been interpreted (participation and integration) accounted for 60.5% of the variance in improving worker performance, as evidenced by the value (F) on the moral test .Based on the results we accept the alternative hypothesis that says: There is a statistically significant effect of the strategies of resistance to change management (participation and integration) to improve workers performance.

Sub-third hypothesis: There is no statistically significant effect of the strategies of resistance to change management (facilitate and support) to improve workers performance.

Table 3: Second sub- hypothesis Simple regression analysis

dependent variable	Model Summary		Analysis of variance			Transaction table				
	Correlation	Limiting factor	F	Freedom degree	Indication level	report	β	Standard error	T	Indication lvl
Improving worker performance	0.652	0.529	220.152	201-3	0.000	Learning and Comm.	0.529	0.036	17.256	0.000

From the table above we see that there is a strong correlation between the variable relationship (facilitation and support) to improve worker performance, the variable (facilitation and support) has interpreted to what accounted for 52.9% of the variance in improving worker performance, as evidenced by the value (F) on the moral test. Based on the results we accept the alternative hypothesis that says: There is a statistically significant effect of the strategies of resistance to change management (facilitation and support) to improve workers performance.

To test the main hypothesis; the multi-use standard regression analysis was used and the results were as follows:

The main hypothesis: There is no statistically significant effect of the resistance to change strategies to improve the performance of personnel management.

Table 4: Main hypothesis multi-use standard regression analysis

Dependent Variable	Model Summary		Analysis of variance			Transaction table				
	Correlation	Limiting factor	F	Freedom degree	Indicati on level	report	β	Standard error	T	Indication lvl
Improving worker performance	0.635	0.509	28.05	201- 3	0.000	Learning and Comm.	0.220	0.019	5.231	0.000
						Participate & Integrate	0.171	0.036	4.425	0.000
						Facilitate & Support	0.118	0.022	3.045	0.000

From the table above we see that the correlation coefficient (0.635), which indicates a strong correlation, and that the impact of resistance to organizational change on the dependent variable management strategies that improve worker performance in the Jordanian telecommunications companies is statistically significant, according to data value F, and the coefficient of determination that accounted for 50% of the change in improving worker performance but due to resistance to organizational change management strategies.

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VII. Results

- Change is a normal feature to all personnel and is part of human instinct.
- Change imposed on all organizations in all forms and sizes
- All organizations must deal in scientific way with the subject of personnel resistance for change
- There is a statistically significant effect of the resistance to change management strategies to improve the personnel's performance in the Jordanian companies (Telco's case study)

VIII. Recommendations

- Dealing with workers resistance to change as it is normal.
- Develop the workers capabilities.
- Review work procedures and involve the workers in the development measures.
- Improve the working environment by spreading the culture of cooperation between management and workers
- Good listening to the problems of workers and work to resolve them.
- The need to satisfy the psychological and physical needs.
- Allow workers to participate effectively in change programs.
- Build a supportive organizational culture supporting for organizational change.
- Applying training programs about the importance of managing change.

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