The Impact of Organizational Change on the Marketing Strategies of Change (A Field Study in the Jordanian Commercial Banks)

mahmod jasim[1] and Dr.Husam Mustafa Alnaimi[2]

[1] Al-Zaytoonah University of Jordan

Abstract

This study investigates the impact of organizational change on the marketing strategies of change in Jordanian commercial banks. It aims to identify the forms of change that face the banking business, as well as the marketing strategies of change adopted to deal with any occurring form of change that affects banking business. This study seeks to clarify the most recurrent types of organizational change facing commercial banks, and to illustrate the effect of these types in choosing the appropriate marketing strategy of change.Three hypotheses were proposed in accordance with the dimensions and model of this study. For the purpose of gathering data necessary for the implementation of the study, a questionnaire of (45) questions covering the dimension of this study was drawn up. The questionnaire was distributed to (65) branch and executive managers, (55) of them were complete and valid for statistical analysis.

Index terms— organizational change, marketing strategy of change, bank, management.

Abstract -This study investigates the impact of organizational change on the marketing strategies of change in Jordanian commercial banks. It aims to identify the forms of change that face the banking business, as well as the marketing strategies of change adopted to deal with any occurring form of change that affects banking business. This study seeks to clarify the most recurrent types of organizational change facing commercial banks, and to illustrate the effect of these types in choosing the appropriate marketing strategy of change.

All hypotheses of this study have been accepted, as change was deemed a strategic direction adopted by banks management; and that there is a correlation between the impact of organizational change and banking business; and that there is a positive relation between forms of change and marketing strategies of change for some forms and an opposite relation for the others; and that technical change was the most positive in terms of relation with marketing strategies of change.

1 I. introduction

he world today faces huge improvements in all areas which directly or indirectly affect the business environment. This environment becomes quickly changing, therefore the organizations and their marketing departments have to identify the suitable ways to deal and adapt with these changes to reduce the influence of environment changes. Hence, the business organizations and banks as one of these organizations should build a clear strategic vision to understand these changes. Also, they have to use all available funds and human resources to immediately respond for changes. This means that banks should adopt the concept of change management which is a vital tool to face the organizational or strategic changes. This paper aims to identify the relationship between different patterns of organizational changes, marketing changes as one of these changes, and marketing strategy of change that has to use to deal with this change.

The change management is a difficult and expensive task and yet the ability to handle with persuasive demands and developing technologies, becomes the critical element for eternity (Alsedairy, 2001). Further, according

to (Tushman & Anderson, 2004) the challenge of change become slight if the organization does not take the following four basic characteristics e.g. focus on organizational objectives, integration of the task, structural and social/cultural elements within the organization and finally flexibility and awareness. Also, (Ander & Levinthal, 2004) concluded that the general management responsible for the organization strategic direction frequently fails to manage the organization's technological revolution and change procedure that generate these opportunities. Marketing strategy of change has become a topic of much debate in recent years. Whether marketing strategy has not changes, has changed, or should change, has all been discussed (Burger-Helmchen, 2008). In the journey to understand real world marketing strategy change is not surprising that change has become an increasingly popular focus of research **??**Ghatas, 2006). (Veronique, 1996) highlighted the following five levels of strategic changes that can be used to face organizational change: continuation strategy, routine strategy change, limited strategy change, radical strategy change and organization redirection. Further studies have confirmed that the circumstances of organizational change can be varied complex by attributing importance to concepts such as positive employees (Avey, Wernsing, & Luthans, 2008), organizational culture (MdZabid, Murali, & Azmawani, 2004), New information technologies (Bauer & Bender, 2002) and trust (Lines et al., 2005). T Three hypotheses were proposed in accordance with the dimensions and model of this study. For the purpose of gathering data necessary for the implementation of the study, a questionnaire of (45) questions covering the dimension of this study was drawn up. The questionnaire was distributed to (65) branch and executive managers, (55) of them were complete and valid for statistical analysis.

2 II.

3 Research Questions

Change is a dynamic and recurrent process with a vital and influential nature on all organizations, including banks. This requires great efforts to mitigate its effects, either by quickly responding to it or by adapting to it in a manner that would reduce its impact on the organization and its various activities. The research questions are summarized as follows:

? How does change happen in the banking business?

Is it a tactical/strategic direction by the bank's management or is it a response to the multiform environmental changes? ? IS change a fundamental and essential issue which serves the marketing and non-marketing objectives of the bank, or is it an exception that should be dealt with in order to reduce its effects? ? What is the nature of the organizational changes facing the banking business? ? What is the impact of organizational change on the marketing strategy of change?

III.

4 Objectives of the Study

This study aims to achieve the following:

? Identifying the main types of change facing the banking business in Jordanian commercial banks, and the most frequent change. ? Determining whether change is a fundamental issue within the strategic direction of banks, or merely a matter of addressing a particular imposed situation that requires dealing with. ? Determining the impact of various forms of organizational change on the marketing of the banking business (marketing), and how to incorporate and deal with it. ? Determining the impact of organizational change on the type of the marketing strategy of change to be adopted with every kind of change.

IV.

5 Literature Review

(Van de Ven, & Poole, 2005) stated that scholars hold different views about whether organizations consist of things or processes and about variance or process methods for conducting research. By combining these two dimensions, they developed a typology of four approaches for studying organizational change. Although the four approaches may be viewed as opposing or competing views, they see them as being complementary. Each approach focuses on different questions and provides a different–but partial-understanding of organizational change. They argue that coordinating the pluralistic insights from the four approaches provides a richer understanding of organization change than any one approach provides by itself. The study of (Lewis, Schmisseur, Stephens, & Weir, 2006) offers a thematic analysis of the advice from (Corley, 2004) Argued that while theory and research have identified the possibility for multiple organizational identities to exist within an organization, there is little empirical evidence on how differentiation occurs or what its implications are for the organization. In the course of inductively studying an organizational spin-off, evidence of identity differentiation based on hierarchy level emerged in interview-, documentationand observation-based data. Higher levels of the hierarchy tended to see identity in light of the organization's strategy, whereas lower aspects of the hierarchy saw it in relation to the organization's culture. This identity differentiation was evident in marked differences in the perceptions organizational members had about: (i) the nature of organizational identity; (ii) the most salient identity-based discrepancies; (iii) the basis for organizational identity change; and (iv) how identity change can be implemented. After examining how and why this hierarchical differentiation occurred, Corley discusses the

implications for our understanding of organizational identity and situate it in the larger context of organizational change. (Ashworth, Boyne, & Delbridge, 2007) stated that the institutional theory suggests that organizations pursue legitimacy by conforming to isomorphic pressures in their environment. They extend previous research on institutional theory by distinguishing between two definitions of conformity (compliance and convergence) and by taking a comprehensive view of the organizational characteristics that might be subject to isomorphic pressures. This framework is applied to change between 2001 and 2004 in the internal characteristics of 101 public organizations in England. They find substantial evidence of compliance but more limited support for convergence. Furthermore, the impact of isomorphic pressures was stronger on organizational strategies and culture than on structures and processes. Thus, they determined that the relevance of institutional theory to change in the public sector depends on the definition of conformity that is used and the organizational characteristics that are examined. The study of (MdZabid, Murali, & Azmawani, 2004) investigated the influence of organizational culture on attitudes toward organizational change in Malaysia. Based on the work of Goffee & Jones (1998) and Dunham et al (1989) a structured questionnaire was developed and self-administered to 258 companies listed in the Federation of Malaysian Manufacturing directory. The results showed that there is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes toward organizational change. The findings also showed that different types of organizational culture have different levels of acceptance of attitudes toward organizational change. This means that certain type of organizational culture could facilitate the acceptability of change, while other types of culture could not accept it. (Fernandez, & Rainey, 2006) offered factors and propositions not as a road map but as a compass for practitioners seeking to find their way amid the sustained, persistent, and challenging pressures for change they confront daily. They further suggested that researchers should analyses the interactive effects of such factors using research designs and methods that treat the possibility of a contingency approach to implementing organizational change seriously. Especially useful would be the employment of multivariate statistical techniques and large-sample data sets of organizations at different levels of government and in different public management settings. They proposed another immediate research need involving refining the general propositions offered, synthesizing the various theories underlying them, and testing rival propositions. In the process, researchers must confront the challenge of analyzing the relationship between the content and process of change and such organizational outcomes as performance. They argue that some designs will be very challenging and expensive, but researchers should seek ways to conceive and execute them, possibly through consortia of researchers (e.g., Huber & Glick, 1993) and proposals for large research grants. (Luscher & Lewis, 2008) note that as change becomes a constant in organizational life, middle managers charged with interpreting, communicating, and implementing change often struggle for meaning. To explore change and managerial sense-making, they conducted action research at the Danish Lego Company. Although largely absent from mainstream journals, action research offers exceptional access to and support of organizational sense-making. Through collaborative intervention and reflection, they sought to help managers make sense of issues surfaced by a major restructuring. Results transform paradox from a label to a lens, contributing a process for working through paradox and explicating three organizational change aspects-paradoxes of performing, belonging, and organizing. (Oreg, 2006) proposes and tests a model of resistance to organizational change. Contrary to most works on resistance, resistance was conceptualized here as a multifaceted construct. Relationships among resistance components and employees' personalities, the organizational context, and several work-related outcomes were examined. Through a study of 177 employees, both personality and context have been found to significantly associate with employees' attitudes towards a large-scale organizational change. These attitudes were, in turn, significantly associated with employees' job-satisfaction, organizational commitment, and intention to leave the organization.

The study of (Bauer & Bender, 2002) uses a German employer-employee matched panel data set to investigate the effect of organizational and technological changes on gross job and worker flows. The empirical results indicate that organizational change is skill-biased because it reduces predominantly net employment growth rates of unskilled and medium-skilled workers via higher job destruction and separation rates, whereas the employment patterns of skilled workers are not affected significantly. New information technologies do not have significant effects on gross job and worker flows as soon as establishment fixed-effects are controlled for. In their study, (Lines, Selart, Espedal, & Johansen, 2005) investigate the relationships between organizational change and trust in management. It is argued that organizational change represents a critical episode for the production and destruction of trust in management. Although trust in management is seen as a semi stable psychological state, changes in organizations make trust issues salient and organizational members attend to and process trust relevant information resulting in a reassessment of their trust in management. The direction and magnitude of change in trust is dependent on a set of change dimensions that reflect trust relevant experiences and information. The authors distinguish between dimensions related to trust relevant consequences of the change and trust relevant aspects of how the change process is performed. Empirical results indicate that increases in post change emotional stress and the use of referential accounts for justifying change are both negatively related to post change trust in management. The use of ideological accounts and participation were found to be positively related to post change trust in management, so was perceived decision quality. Findings also indicate that the effects of change on trust are negatively moderated by tenure.

(Reardon, Timmer, & Berdegue, 2004) point that there has been extremely rapid transformation of the food retail sector in developing regions in the past 5 to10 years, accompanied by a further consolidation and multi-

nationalization of the supermarket sector itself. This organizational change, accompanied by intense competition, has driven changes in the organization of procurement systems of supermarket chains, toward centralized and regionalized systems, use of specialized/dedicated wholesalers and preferred supplier systems, and demanding, private quality standards. These changes in the system have in turn determined the very recent rise of the use of contracts between supermarkets and Agrifood producers in these regions to cover provision of services and provision for risk management, as well as requirements for demanding quality and safety attributes, which require substantial investment in technological change and 'upgrading' at the producer level. (Lines, 2005) proposed and developed an attitudinal perspective on organizational members' reactions to change is. By viewing change as an attitude object in this sense, a richer conceptualization of perceptions of change and reactions to change in terms of emotions, cognitions, and behaviors is achieved. The perspective also frames organizational changes in terms of aspects that are relevant for change recipients because of their relationships with important values that are held by organizational members. To identify classes of beliefs underlying the formation of attitudes toward change, constructs are integrated from theories of job characteristics and organizational justice with the overarching attitude perspective. Research implications of the framework as well as implications for managing change are discussed. (Brilman, 2001) tried to identify the main axes of change in organizations in the United States in his study which included (1000) organizations. He concluded that the main axes of change to ensure a significant competitive position in the third millennium are based primarily on a strategy of organizational reconstruction and adaptation to the events of change. This is implemented by adopting a style of total quality management in the administration with an orientation toward the internationalization of activities utilizing work

In light of the literature of the study, the structure of banking and the views of a number of workers in Jordanian banks about the nature and types of Conversely, the study of (Alsamydai & Alaskary, 2008) focused on the relationship between economic and social changes and marketing strategies. The study found that there is a statistically significant relationship between economic and social change and the adoption of a marketing strategy that is appropriate for dealing with these changes. The study additionally concluded that a marketing strategy does not persevere but rather adapts to accommodate the requirements of economic and social change. The study of (Abdul-husain, 2002) focused on measuring the role of technological change in productivity through a case study of a company's factories for manufacturing vegetable oil in Iraq. The study has shown that the indicators of technological change before and after the application of technological change had an important role in improving the productivity of those factories. The study of (Alawy, 2007) focused on identifying reasons of change and its importance for organizations, as well as determining the areas in which change is implemented and the role that competencies play in the success of the change in Algeria. This study adopted a humanitarian approach on the grounds that man is the directing agent for the movement of the organization and that human behavior plays a prominent role in the process of change. Change depends on the degree of acceptance by individuals and their cooperation in its success. Alternatively, the study of the (Scientific Forum (Algeria), 2007) focused on change management in service organizations. It aimed to reach a theoretical framework of concepts that interprets the nature of the leadership of change in service organizations. It additionally attempted to develop a model of change and proposed a method for its application in the organization of vocational training services in particular.

The study concluded that the application of the proposed model for change in the measurement of the process of change in service organizations was very helpful, though not compatible with the structure and capabilities of the organization due to the overlapping of tasks and administrative levels. Organizational change is associated with new systems and the procedures, structures and techniques that have a direct impact on the organizations of work within any sector of the organization. These changes have a significant impact on workers and require being handled carefully and in a manner that accommodates the effects of its various dimensions on the organization (the Bank) and its various activities.

(Ghalibi, Saleh, 2008) determine that change has become a certain ongoing phenomenon that faces business organizations, and the intensity of this change has increased in the era of informational competition. Organizations have developed several techniques to deal with change. At first, these techniques were based on a vision and an adaptive perspective to help the organization adapt with the cases of changing environment. However, as areas of change expanded in depth and scope, techniques were developed to help the organization develop change techniques in accordance with its ability in dealing with the various cases of change. The two researchers developed a two dimensional matrix: the first is the location of change whether within or outside the organization, and the second is the level and scope of change and its requirements whether small and calls for adjustment or large and calls for more creativity. Identifying these dimensions helps the management of the organization to survive and succeed by increasing its ability to deal with various situations of change (Maher, 2006). **??**Zughaib etal ,2008) indicate that change is not an end in itself but rather a necessity to move the organization from its current state to a better state in the future, with the purpose of creating and sustaining a competitive advantage through utilizing the appropriate strategies for change.

(Fatnani, Abu Alshaar, 2008) view the tool of change as a dynamic continuous process and an experiment in transition. Once a commitment to change is reached, finding a common vision and facilitating this are steps that follow soon, as an effective organization takes premeditated steps to manage change.

Conversely, (Hmawi , 2008), indicates that the change is an inevitable voluntary process dictated by requirements of mankind's daily dealings. The concept of dealing with the constant change of the administrative

and behavioral efforts of an ongoing internal or external management necessitates a conflict between the driving forces and the forces of resistance. This requires managing this conflict with a great deal of will to push it to the point which represents the balance in favor of the first group of forces, serving to improve the level of performance and raise the degree of skill thus enhancing confidence in the move forward.

6 The main axes of change:

The main axes of the process of change are related to the nature of the variables, external or internal, that affect the work of the organization, in addition to the directives of the various administrations within the organization. Nonetheless, there are various axes of change, including (Alsamydai and kasasbeh, 2008) ? Commitment: This is the third stage and that is where the implementation of the commitment becomes a reality. One of the very important things in this stage is to control the process of change and the reactions whether expected or unexpected. These reactions will be either positive or negative. This stage will indicate either the commitment to change and to continue it, modify it or cancel it. The process of change includes two main levels which are adoption and abandonment. Generally speaking, there are five levels of change strategies that can be adopted to face organizational changes, namely: (Ghatas, 2006), (Veronique, 1996) Such operations are usually complex, especially in the case of full integration. In such cases, the organization is not only procuring new products and markets, but is also facing legal problems and the complexities of the development of a new administrative structure of the organization, as well as the need to reconcile the two organizational cultures of the organizations.

7 Organization

Redirection:

The complete reconsideration of the strategic direction of the organization. It usually happens when the organization merges with or buys another organization or a share in the same sector. The extent of change depends on the degree of difference between the sectors and the degree of decentralization in the management of the new organization. The direction of the organization is also reconsidered when the organization changes sectors. This kind of reconsideration in the strategic direction of the organization is the most complex in application. It includes changes in the organization's message or mission and strategic goals. This require a reconsideration of all the used systems, methods and means, and developing a new and integrated set of skills and technologies that are compatible with this complete change in the strategic direction of the organization. c) Obstacles for change and organizational change organizational change (Alsamydai and kasasbeh, 2008).

? Fear of burden: The belief that the burden of change will fall on middle management and the workers leads to resisting this change. ? Fear of change: The new situation resulting from the change requires new job descriptions which dictate a commitment to certain criteria of quality, performance or efficiency. This may drives some to doubt their abilities to adhere to these standards and may thus cause a fear of loss of job or position or rolling down the career ladder. Such a belief may lead those who worry to resist change and seek to maintain the status quo without any change. The tasks which leads to separation of the individual from working group to whom he human relations ? Social fear: Change and organizational change may impose a restructuring of jobs and tasks which leads to the individual separating from his team with whom he has distinctive human relations, and could rather be forced to work in isolation or with a group that has nothing to do with him. This feeling may prompt some to resist change and to try to retain the status quo. ? The degree of confidence: The degree of confidence in the leader of change in the organization plays an important role in understanding change, so the absence of negative sensitivity of these leaders may generate this confidence. However, its generation should be organized carefully because of its importance in the process of change and commitment. ? Individual culture: Some axes of change may contradict with the individual's culture or some of its dimensions, and this is something that would make him uncomfortable in the process of engaging in this approach. Regarding this perspective, the designers of the programs of organizational change and its leadership should take this critical dimension into account VI.

8 Hypotheses of the Study

In accordance with the objectives and the proposed model of this study, there are three main hypotheses:

H1: Change is a strategic direction adopted by the managements of banks with regard to marketing activity.

H2: There is a statistically significant relationship between the impact of various forms of organizational change and the marketing strategies of change. ? There is no statistically significant relationship between structural changes and the marketing strategy of change. ? There is no statistically significant relationship between technical changes and the marketing strategy of change. ? There is no statistically significant relationship between behavioral changes and the marketing strategy of change. ? There are no statistically significant relationship between functional changes and the marketing strategy of change. ? There are no statistically significant relationship between marketing, structural, functional, behavioral and functional changes and the marketing strategy of change.

9 VII.

The current research methodology is mainly based on two sources of data collection which are: ? Secondary sources: which are related to data and information obtained from the existing literature and previous studies related to the topic of the research in order to advance our understanding and assist in developing the study's model as well as the questionnaire design and development. ? Primary source: This phase of data collection is related to the development and design of an initial questionnaire that is distributed to a sample of (10) managers of commercial banks in Jordan. The purpose of the pre-test questionnaire is basically to obtain the information about Organizational Change as well as the marketing change strategies. Based on the pre-test results, the final survey instrument was examined by a consulting panel consists of marketing, banking and information system experts to assess the validity of the items within each constructs. At that point, the survey instrument was developed and pilot tested on a small sample from the study's population. Following these procedures, the final version of the questionnaire comprised 54 items to measure the major identified constructs of the study. The researchers submitted the questionnaire to (10) referees of university faculty members to verify its validity. Cronbach's alpha coefficient has been used with a value of Cronbach's alpha (? = 78.2) for all variables of the study, which is a good and suitable value for the purposes of the study being higher than the accepted percentage of 60%. Of the latter hypothesis, we might derive the following sub-hypotheses:

The process of scaling is an essential tool in almost every marketing research situation (Malhotra et al., 2004) and is most commonly used for assessing the how people feel or think about objects or constructs (Neuman, 2003). Having taking into consideration the criteria for selecting a scaling technique, information needed by the study as well as the characteristics of the respondents and the mode of administrating the survey instrument, the five point Likert scale was considered as the most appropriate for the current study (Zikmund, 2003). Likert scale was used in dimensions 2 and 3 (very agree) to (do not agree strongly), (always happened) to (never happened) consequently. mean of change forms was (3.8976) which is higher than the mean of the measurement tool (3). Technical changes ranked first with an arithmetic mean of (4.0436). Marketing changes ranked second with an arithmetic mean of (4.0303) for frequency, while behavioral changes were ranked last for recurrence with a mean of (3.7515) for frequency. Descriptive statistics were used to illustrate the attitudes of the sample towards the marketing strategies of change, and which of those strategies to be used to deal with the changes. The resulting means are shown in Table (6).

10 Global

11 Table 6 : Marketing Strategies of Change

It is noted that sample's attitudes were positive towards the five strategies as their means were higher than the mean of the measurement tool (3), ranging between (3.0538-3.4371). The overall mean of the strategies was (3.2655) which is higher than the mean of the measurement tool (3). H1: Change is a strategic direction adopted by the managements of banks with regard to marketing activity.

Using the One sample t-test, the value of (T calculated = 14.255) is greater than Tabulated value (2.0049) and thus, the second hypothesis is accepted; there is a statistically significant relationship between the impact of various forms of organizational change on the marketing business of banks and the marketing strategies of change.

Using the One sample t-test, the value of (T calculated = 17.566) is greater than Tabulated value (2.0049) and thus, the first hypothesis is accepted, any change is the strategic direction of the bank management with respect to the marketing activity.

12 Global Journal of Management and Business Research

Volume XIII Issue III Version I ( ) E means ranged between (3.7515-4.0463) which is greater than the mean of the measurement tool (3). The overall In Pearson's correlation matrix, a statistically significant relationship at the level of (0.05) between technical changes and the routine change strategy is observable, as well as between marketing changes and the limited change strategy. However, there is no relationship between the rests of the variables with each other.

IX.

13 Discussion and Conclusion

The current study investigated the impact of organizational change in its various forms on the marketing strategies of change. For this purpose, a study model was developed which included the forms of organizational change and their impact on marketing strategies of change. Three hypotheses that addressed the various aspects of this subject were proposed. The most important findings of this study are the following:

The sample exhibited positive attitudes towards all the paragraphs of the questionnaire as their arithmetic means were greater than the mean of the measurement tool (3). The following paragraphs achieved the highest means and occupied the first ranks, as illustrated in the following table **??** Table **??**0 : Paragraphs Which Occupied the First Ranks a) The negative attitudes of the sample were towards -Product Innovation (Banking services) 2.9608 1 -New management methods 2.9808 2 -As for the changes faced by the bank, the attitudes of the

sample were positive towards them as their arithmetic means ranged between (3.7515-4.0436) which is greater than the mean of the measurement tool (3). The overall mean of change forms was (3.8976) which is higher than the mean of the measurement tool (3). The most frequent forms of change can be displayed in the following table:

b) Marketing strategies of change

The attitudes of the sample towards the five strategies were positive with means higher than the mean of the measurement tool (3). Means ranged between (3.0538-3.4371) with an overall mean of (3.2655) which is higher than the mean of the measurement tool (3).

The ranking the types of marketing strategies of change can be displayed in the following table: [1]

Figure 1:

2

2013				
ear				
Y				
8				
Number of comm-ercial banks	Number of branches in the Kingdom	Number of branches in Greater Amman	Number of branc-hes in the sample	Percentage
22	506	310	55	18%
© 2013 Global Journals Inc. (US)				

Figure 2: Table 2 :

349

5

Organizational changes	Mean	Std. deviation
Structural changes	3.8976	0.46697
Technical changes	3.8073	0.58114
Behavioral changes	4.0436	0.66298
Functional changes	3.7515	0.63899
Marketing changes	3.8182	0.59773
Overall mean	4.0303	0.81466

It is noted that the sample's attitudes were positive towards Dimensions (1-5) as their arithmetic

Figure 3: Table 5 :

d) Testing the Hypotheses

i. Hypothesis (1)

Hypothesis result	T SIG
Acceptance	0.000

Table 7 : Testing H1

ii. Hypothesis (2)

H2: There is a statistically significant relationship between the impact of various forms of organizational change and the marketing strategies of change.

Hypothesis	Result
Acceptance	0.000

Testing H2

Marketing strategies of change	Mean	Std. deviation
Strategic continuation	3.4150	0.70075
Routine strategic change	3.0388	0.72694
Limited strategic change	3.4371	0.73614
Radical strategic change	3.3396	0.73684
Organization strategic redirection	3.1667	0.73187
Overall mean	3.2656	0.11084

iii. Hypothesis (3)

H3: There is a correlation between forms of organizational change and the marketing strategies of change. For the purpose of testing this hypothesis, Parson's correlation coefficient has been used.

Marketing strategies of change	Organizational Change			
	Structural	Technical	Behavioral	Functional
Strategic continuation	0.123	0.084	0.019	0.140
Routine strategic change	-0.077	0.294	-0.093	0.017
Limited strategic change	-0.075	0.067	0.164	0.084
Radical strategic change	-0.094	0.020	-0.045	-0.115
Organization strategic redirection	0.072	0.187	-0.134	-0.165

Figure 4: Table 8 :

9

Figure 5: Table 9 :

11

Change Types	Mean	Rank
Technical Changes	4.0436	1
Marketing Changes	4.0303	2
Functional Changes	3.8182	3
Structural Changes	3.8073	4
Behavioral Changes	3.7515	5
Ranks		

[Note: at]

Figure 6: Table 11 :

[Brilman ()] , J Brilman . 2001. Paris, France. (les meilleurs pratique de management, edition d'organisation, 3 ene edition)

[Alsedairy ()] 'A change management model for Saudi construction industry'. S Alsedairy . *International Journal of Project Management* 2001. 19 p. .

[Lewis et al. ()] 'Advice on communicating during organizational change'. L K Lewis , A M Schmisseur , K K Stephens , K E Weir . `http://hdl.handle.net/10419/21358` *Journal of Business Communication* 2006. 43 (2) p. . (ear IZA Discussion paper series)

[Van De Ven and Poole ()] 'Alternative Approaches for Studying Organizational Chang'. A Van De Ven , M S Poole . *Organization Studies* 2005. p. .

[Avey et al. ()] 'Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors'. J Avey , T S Wernsing , F Luthans . *The Journal of Applied Behavioral Science* 2008. 44 (1) p. .

[Alsamydai and Alaskary ()] *Changing marketing strategies to face economical and social changes, 9 th international scientific conference and college of economic and administrative science*, M J Alsamydai , A S Alaskary . 2008.

[Sarin et al. ()] 'Characteristics that enhance training effectiveness in implementing technological change in sales strategy: A field-based exploratory study'. S Sarin , T Sego , A K Kohli , G Challagalla . *Journal of Personal Selling & Sales Management* 2010. (2) p. .

[Saeed and Ali ()] 'Contemporary Thoughts in Regulation and Management'. A Y Saeed , A M Ali . *Wide Service Center for Administrative and Development Consult* 1998.

[Burger-Helmchen (ed.) ()] *Creation and coevolution of strategic options by firms: An entrepreneurial and managerial approach towards flexibility and resource allocation. In Powerful Finance and innovation trends in a high-risk economy*, T Burger-Helmchen . B. Laperche & D. Uzunidis (ed.) 2008. Palgrave Macmillan. p. .

[Bauer et al. ()] 'Defined by our strategy or our culture? Hierarchical differences in perceptions of organizational identity and change'. T K Bauer , S Bender , K G Corley . *Human Relations* 2002. 2004. 57 (9) p. . (Technological Change, Organizational Change, and Job Turnover, 19)

[Ashworth et al. ()] 'Escape from the iron cage? Organizational change and isomorphic pressures in the public sector'. R Ashworth , G Boyne , R Delbridge . *Journal of Public Administration Research and Theory* 2007. 19 p. .

[Heascon ()] M Heascon . *Business Today*, (New Jersey) 2002. Prentice-Hill.

[Armi Strong ()] *How to be more successful if you were a successful manager, Aljarer library for translation and publishing, 1 st Ed*, M Armi Strong . 2001. p. .

[Contarelli ()] 'Le Management Par la qualite totale, Qualite Magazine, Paris, N65. 30'. V Contarelli . *Human Resource Development Review* 1989. 2005. 4 (1) p. . (Lines, R.)

[Zughaib et al. ()] *Management of change in Algeria communication organization, 9 th international scientific conference of college of economics and administration science*, Ghalab Zughaib , Naema , Malika . 2008. p. .

[Management of change in service organization, Alelmia forums, aien altona ()] *Management of change in service organization, Alelmia forums, aien altona*, 2007. Algeria; Algeria.

[Armi Strong ()] *Management of change strategy, Aljarer library for translation and publishing*, M Armi Strong . 2001. Alriyadh.

[Tushman and Anderson ()] *Managing Strategic Innovation and Change: A Collection of Readings*, M Tushman , P Anderson . 2004. New York: Oxford university press.

[Fernandez and Rainey ()] 'Managing successful organizational change in the public sector'. S Fernandez , H G Rainey . *Public Administration Review* 2006. p. .

[Alsamydai ()] *Marketing Strategies, qualitative and analytic entrance, 5 th ed., alhamid publishing and distribution house*, M J Alsamydai . 2010. Amman. p. .

[Neuman ()] W L Neuman . *Social research methods: Qualitative and Quantitative approaches (5 th Ed.)*, (Boston) 2003. Pearson.

[Hmawi ()] *Noted about management of change and the methodology of modern economic development, 9 th international scientific conference of college of economics and administration science*, A M Hmawi . 2008. p. 10.

[Maher ()] *Organization structure and organizational structure and work procedures, 3 rd Ed., Alhamid house for publishing and distribution*, H Maher . 2006. Amman. p. 392.

[Maher ()] *Organizational Behavior, Aldar Aljameaa*, A Maher . 2003. Alex., Egypt. p. 419.

11

[Johns ()] *Organizational Behavior: Understanding life of work, Glenview, 111, scott, foreman and company*, G Johns . 1983. p. 407.

[Luscher and Lewis ()] 'Organizational change and managerial sensemaking: Working through paradox'. L S Luscher , M W Lewis . *Academy of Management Journal* 2008. 51 (2) p. .

[Huber and Glick ()] *Organizational Change and Redesign: Ideas and Insights for Improving Performance*, G P Huber , W H Glick . 1993. New York: Oxford University Press.

[Geralds ()] *Organizational evaluations program for managing radical chance, American management association*, J S Geralds . 1994. p. 43.

[Oreg ()] 'Personality, context, and resistance to organizational change'. S Oreg . *European Journal of Work and Organizational Psychology* 2006. 15 (1) p. .

[Alsamydai and Rudaina ()] *Strategic Marketing, almasira publishing and distribution house*, M J Alsamydai , O Y Rudaina . 2011. Amman. p. .

[Goffee and Jones ()] *The Character of a Corporation: How Your Company's Culture Can Make or Break Your Business*, R Goffee , G Jones . 1998. London: Harper Business.

[Dunham et al. ()] 'The development of an attitude toward change instrument'. R B Dunham , J A Grube , D G Gardner , L L Cummings , J L Pierce . *Academy of Management Annual Meeting*, (Washington, DC) 1989. (paper presented at the)

[Mdzabid et al. ()] 'The influence of organizational culture on attitudes toward organizational change'. A Mdzabid , S Murali , A Azmawani . *Leadership & Organization Development Journal* 2004. 25 (4) p. .

[Lines et al. ()] 'The production of trust during organizational change'. R Lines , M Selart , B Espedal , S T Johansen . *Journal of Change Management* 2005. 5 (2) p. .

[Reardon et al. ()] 'The rapid rise of supermarkets in developing countries: Induced organizational, institutional and technological change in Agrifood Systems'. T Reardon , P Timmer , J Berdegue . *Electronic Journal of Agricultural and Development Economics* 2004. 1 (2) p. .

[Alsamydai and Kasasbeh ()] *The relationship between organizational change and marketing change strategies, 9 th international scientific conference, college of economic and administrative science*, M J Alsamydai , H Kasasbeh . 2008. p. .

[Fatnani and Abu Alshaar ()] *The role of management of change in strengthens the modern trends in university education, 9 th international scientific conference of college of economics and administration science*, K Fatnani , H Abu Alshaar . 2008. p. 3.

[Veronique ()] P Veronique . *La gestion du changement organizational, articulation de representations Conference Internationale de mengement stratique*, (Lille, France) 1996.

[Ander and Levinthal ()] 'What is not real option: Identifying boundaries for application of real options to business strategy'. R Ander , D Levinthal . *Academy of Management Review* 2004. 29 p. .

[Zikmund ()] W G Zikmund . *Business Research Method*, (Cincinnati, Ohio) 2003. Thomson/South-Western. (8th ed.)