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## **ORGANIZATIONAL CHANGE AND COMPETITIVE ADVANTAGE: BUSINESS SIZE MATTERS**

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### **ABSTRACT**

*Organizational change is one of the most effective ways to achieve a competitive advantage. However, little is known about “how business size moderates the relationship between organizational change and competitive advantage”. The aim of this study is to determine the effect of organizational change on competitive advantage and to find out whether business size moderates the relationships between organizational change and competitive advantage. Data obtained from employees working in Chabahar-Industrial Zone in Iran. A total of 233 valid questionnaires were received from the firms operating in this zone. Data was analyzed by employing descriptive statistics, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Linear Regression techniques. The moderator role of business size was assessed by PROCESS software. Findings revealed that organizational change has positive effect on competitive advantage. And, business size plays a moderating role on the relationships between organizational change and competitive advantage.*

**Keywords:** Organizational Change, Competitive Advantage, Business Size, Chabahar-Industrial Zone

**JEL- Code:** M10, L16, M19

## **ÖRGÜTSEL DEĞİŞİM VE REKABET ÜSTÜNLÜĞÜ: İŞLETME BÜYÜKLÜĞÜNÜN ETKİSİ**

### **ÖZ**

*Örgütsel değişim rekabetçi avantaj sağlamada en etkili yollardan biridir. Yazında örgütsel değişim ile rekabetçi avantaj ilişkisinde işletme büyüklüğünün aracılık etkisi konusunda sınırlı bilgi yer almaktadır. Buradan hareketle, bu çalışmanın amacı, örgütsel değişimin rekabet üstünlüğü elde etmeye olan etkisinin belirlenmesi ve işletme büyüklüğünün bu ilişkideki düzenleyici etkisinin ortaya konulmasıdır. Veri, Chabahar-Sanayi Bölgesi (İran) çalışanlarından elde edilmiştir. Toplamda 233 geçerli anket toplanmıştır. Veri; tanımlayıcı istatistik, Açıklayıcı Faktör Analizi, Doğrulayıcı Faktör Analizi, Doğrusal Regresyon teknikleriyle analiz edilmiş ve işletme büyüklüğünün aracılık rolü PROCESS yazılımı ile incelenmiştir. Bulgular, örgütsel değişimin rekabetçi avantaj üzerinde pozitif etkiye sahip olduğunu ve işletme büyüklüğünün bu ilişkide aracı role sahip olduğunu göstermiştir.*

**Anahtar Kelimeler:** Örgütsel Değişim, Rekabetçi Avantaj, İşletme Büyüklüğü, Chabahar-Sanayi Bölgesi

**JEL-Kod:** M10, L16, M19

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## **1. INTRODUCTION**

In this constantly growing businesses environment, change has become the norm for businesses to sustain their competitive position in the market. Businesses are constantly struggling to change and align their activities with a rapidly increasing competitive environment. Quality of changes defines the degree to which an organization consider, valuable, appropriate and adequate information for its members about the change process in an organization. However, organizational change requires the efforts of business practitioners to get the staff to change unique set of actions that beneficial to the organization. Therefore the implementation of the organizational change successfully becomes critical (Petrou, Demerouti and Schaufeli, 2018). This study focuses on three kinds of organizational change: cultural change, structural change and technological change. Importantly, many approaches and methods have been suggested to implement organizational change and to minimize the barriers. Furthermore, organizational change needs to continue evolving to align with the environmental factors to get a competitive advantage (Al-Haddad and Kotnour, 2015).

Business size is very critical to competitive advantage due to the phenomenon of economies of scale. Large business size organization can obtain cost leadership as compared to small business size organizations. In that, the business size is seen by organizations as a resource in obtaining a sustainable competitive advantage. In recent studies, positive relationships have been found between business size of the organization and profitability. Thus, business size has been accepted as the main feature in achieving the organizational competitive advantage (Ali, Mukulu and Kihoro, 2016). But it is not clear so far how organizational change effects the competitive advantage. Furthermore, Business size introduced as a moderator variable in determining moderating influence on the relationship between the variables organizational change and competitive advantage.

## **2. ORGANIZATIONAL CHANGE**

Organizational change refers to the changes that occur in the organizational activities such as a change in process, change in technology and change in the rules and regulation or change in organizational culture (Khan and Hashim, 2014). It can also be defined as “coming from one level

to another". In the same vein, change is a process of developing and implementing new ideas (İraz and Şimşek, 2010).

The term change is one of the most commonly expressed and inevitable in society and organizations (Yılmaz, 2014). Change is seen as a key concept for the organization in coming years (Polat, 2012). So, organizations must be well aware about these changes to survive (Güven, 2006). Organizational changes take place when any organization intend to change their business strategies or other change their physical assets. Such changes make organizations more productive and efficient (Aslaner, 2010; Mourfield, 2014; Quintero and Adolfo, 2004).

There are many factors (internal and external) which become the cause of change in the organizations. Organizations may incur resistance from internal factors such as organizations' employees because of their lack of awareness and their personal benefits. To sum-up, organizational changes create confrontation, it is the practitioner's abilities and skills how effectively they control the circumstances to decrease the resistance and to successfully implement the change in the organization (İraz and Şimşek, 2010; Khan and Hashim, 2014).

The main purpose of the organizational change in an organization is to confirm its existence and its continuity, which might be attained by the continuous development and growth of the organization. Nowadays organizations are working in a highly competitive environment and constantly growing, therefore organizational change has become a more important factor (Tunçer, 2011).

Business practitioners make changes in their organizations due to several reasons, it can be need of organizations, organizational process, need to change the organizational functions, need to change its values, need to change human behaviour, need to change in the authorizes and responsibilities in the organization (Cao, Clarke and Lehaney, 2003). Many types of changes become a challenge to successfully implement for business practitioners, such as product change, marketing and sales activities, structure, culture and technological change (Elow, Langly and Montréal, 2013).

Organizational structure is referred as "The formal system of authority, relationships and tasks that control and coordinate employee's actions and behaviour to achieve goals" (Al-Qatawneh, 2014). The structure of an organization encapsulates team building, centralization and decentralization of authorities, organizational structure affects the employees relationships, leads

the organizations to a modern organization with an efficient communication system (Quintero and Adolfo, 2004; Wahba, 2014). In addition, Tran and Tian (2013) in their research described the structure as “structure is the architecture of business competence, leadership, talent, functional relationships and arrangement”. Therefore, different organizations adopt a different structure as a controller device to make sure that they are carried out efficiently and effectively manners to achieve the organizational set goals (Alawamleh, 2013).

Organizational culture of any organization triggers to the change process in an organization’ working environment (Smollan and Sayers, 2009). Hilman and Siam (2014) in their study defined culture as “the collective thoughts and actions of employees that manifest the strategic orientation of the firm. Culture drives strategy and it is an internal variable that the firm can control”. Furthermore, culture refers to norms, beliefs and ethics of a firm, explain the way individuals work style and social ties (Bhansing, 2010). Organizational culture the trigger the positive or negative emotions in employees, depending on the many factors such as change process that are adopted, leadership style or nature of leadership and personality of employees (Smollan and Sayers, 2009). Furthermore, organizational culture and organizational change are related to each other. For instance, personal liking and disliking of employees in organizational culture may trigger the emotional response to change (Smollan and Sayers, 2009).

Technological advancement has brought a drastic change in all businesses’ aspects. Technological change may takes place in the process and procedures of production, services providing method and its working environment, ultimately, effects the overall businesses performance (AL-Ameri, 2013b). Therefore organizations are enthusiastically concentrating on a move to technological infrastructure and adoption of automation tools (Litvin, 2011)

Kurt Lewin developed an organizational change model, consisted of three stages: Unfreezing, Change, and Refreezing. **Unfreezing:** stage, what is need to change, create the change, manage and determine the worries of employees, ensure there is a strong support to change? **Change:** at this stage, empower the action, like a task, cultural or technological change. Whereas the third stage is **Refreezing**, develop the ways to successfully sustain that change (Cummings, Bridgman and Brown, 2016; Malopinsky, 2007; Schermerhorn, Osborn and Hunt, 2003 ).

## **2.1. Theories of Organizational Change**

### **2.1.1. Life Cycle Theory**

The organizational life-cycle theory is common to determine the current position of the organization, and to determine the required steps for further development. This theory presented that change is likely to occur. According to this theory, an entity developed that contains a form, programs logic that run the process of change from a starting to the endpoint which is anticipated in the current state (Nordström, Choi and Llorach, 2012).

### **2.1.2. Evolutionary Theory**

Evolutionary Theory encapsulates four steps to represents the evolution of the organization, which includes variation, selection, retention and completion. The variation originates as individual pursue the expression of their services and career progression in term of unique strategic decisions. Selection through administrative mechanisms that control the distribution of assets and consideration to different strategic decisions. Whereas retention concerns with the initiative that comes in the external culture plays an essential role in the organization. While the competition comes with unique strategic, struggle to grow, increase the importance in the company (Knudsen, 2008).

## **3. COMPETITIVE ADVANTAGE**

Competitive advantage is considered as an essential factor of any organization because it is an exclusive spot of the organization. Which can be obtained by utilizing the organizational resources in a well-organized manner. Furthermore, it is the ability of the organizations to offer valuable harvests and facilities at a low price as compared to their competitors (Shahmansouri, Esfahan and Niki, 2013; Wang, 2014). In addition, individual's skills, abilities, creativity, and knowledge lead the organizations to develop new ideas, ultimately organizations achieve a competitive advantage (Hana, 2013).

Competitive advantage can be achieved by keeping eyes on rapidly changing the economic, political environment, social environment and technological advancement (Diab, 2014). Furthermore, sustainable competitive advantage depends on three features of capabilities and resources: Durability, Transferability and Replicability. Durability means the time period of competitive advantage. Transferability, the harder a resource is to transfer the advanced sustainable competitive advantage. Replicability mean not to be replicated from the market (Alrubaiee, Agha

and Jamhour, 2012). Thus, the organizations may attain sustainable competitive advantage by analyzing their resources, competences, market, and the demand of current and potential customer (Diab, 2014)

There are several tools to measures to the competitive advantage of the organization such as market share, rate of return, product quality, and customers' satisfaction (Diab, 2014). Competitive advantage is considered significant if it is connected to attribute valued by market. For instance, products 'characteristics are the buying standards, have an effect on the observation of customers such as product price and product quality (Alrubaiee et al., 2012).

Dranove and White (1994) explained the dimensions of competitive advantage, which are, Flexibility, Quality, Cost, and Deliver. Flexibility refers to the organizational ability to change according to the circumstance. Flexibility further categorized as necessary flexibility (flexibility in a machine, product and material), sufficient flexibility (process, operation and program) and competitive flexibility (manufacture, growth and market) (Awwad, Khattab and Anchor, 2013). Precisely, flexibility is an important dimension, it is the organization ability to keep pace technological advancement, product design and customers' expectations (Fleisher and Bensoussan, 2003; Roberts and Brnared, 2000).

Competitive advantage can also be achieved by providing quality products and services according to the expectations of the customers (Awwad et al., 2013). Several organizations focus on quality and use it as a tool to increase market share, high rate of return and sustainable competitive advantage in the market (Diab, 2014; Kotler, 2001; Thamer and Hashem, 2006).

Cost reduction is an important used technique to achieve a competitive advantage by focusing on such a market where a customer is price concision. There are several elements that lead the organizations to cost reduction technique such as experienced labour, efficient product distribution channels (Baranes and Bardey, 2004; Wilson and Gaynor, 1998). Furthermore, cost reduction in production and the raw material is another important factor to gain a competitive advantage. Such types to cost-saving activities effects on per unit cost of the product. Therefore, products producing organizations prefer to purchase raw material directly from suppliers, eventually decrease the production cost (Alnawaiseh, AL-Rawashdi and Alnawaiseh, 2014).

Fast delivery of products and services has become the increasing demand of the customer, even customers are eager to pay a high prices (Diab, 2014). This fast delivery demand of customers leads the organization into competitions, how fast the products delivered to customers, organizations gaining a competitive edge over their competitors by reducing the cost of delivery, achieving large market share (Noori, 1995).

Fast delivery has become a competitive priority with the increasing demand of customers. In this perspective stated that “Delivery of the required function means ensuring that the right product (meeting the requirements of quality, reliability and maintainability) is delivered in the right quantity, at right time, in the right place, from right source (a vendor who is reliable and will meet commitments in a timely fashion), with right service (both before and after), and, finally, at the right price” (Awwad et al., 2013).

Generic competitive strategies is another tool to achieve a competitive advantage, which includes: cost leadership strategies, differentiation and focus. Cost leadership comprise strict supervision rules, comprehensive structured reporting and cost control. Differentiation refers to the uniqueness of the product. Whereas focus, a narrow target, such as any specific market or product (Awwad et al., 2013).

#### **4. BUSINESS SIZE**

Keskin and Ünsal (2004) defined business size as “volume and capacity of the economic activities of a business”. Business size can be measured in term of its total number of employees, sale volume, allocated budget, worth of capital investment, management team’ size, values of assets, sales turnover, financial performance, balance sheet, production capacity and annual transaction (Bozkurt, 2014; Jusoh, 2010; Rıdvan and Karalar, 1997).

Business size affects the structure of organizations, especially its departmentalization. This is the reason, large size businesses tend to more specialize to create departments, and to follow the rules and regulations than small size businesses. Business size plays an important role to increase the motivation, confidence and performance of the employees (Shi, 2016; Theodore, 2009).

Businesses are categorized according to their sizes such as large businesses, medium businesses and small size businesses. **Large size Businesses** have a range of employee, variety of credit facility, significant budget for research and development, a large number of customers, massive production, adopt advanced techniques in production, favorable market. **Medium Size**

Businesses have less production capacity as compared to large size businesses, similarly, the number of employees in medium size business are less than large size business. *Small Size* businesses are more flexible in term of their structure, consisted of few experienced employee, have small quantity production capacity (Zümreoğlu, 2012). Importantly, the most common criteria that distinguish the large business size and small business size is their number of employee working in the businesses (Berisha and Shiroka-Pula, 2015).

Small and medium-sized enterprises (SMEs) may define differently from country to another or sector to sector, even from one region to another due to the development of countries. It also depends on the size of market, field activities of the firm and manufacture technique adopted by businesses (Aksoy and Çabuk, 2006; Kulakoğlu, 2013). In addition, two measure clarify the SMEs. Independent management, owner, all operation and finance belong to the owner of the business. While the second criteria is quantitative, measurable, quantifiable quantities of business. Quantity and power of machinery used in the business, produced items, raw material used (Örücü, Kılıç and Savaş, 2011).

SMEs are social tools that performing an import role in the society to reduction poverty, discrimination between areas and difference between social ties. SMEs emerge as an essential economic unit in term of economic revival (Ay and Talaşlı, 2007). SMEs are playing a vital role to contribute to the economy of the country. SMEs are providing employment to the people, having a flexible structure in term of production, contributing to boosting business activities. Factors that led the SMEs rise in the economic world such as, number of inventions increased, SMEs do their research independently, commercialization of products in a very short time, decrease in product life (Koyuncugil and Özgülbaş, 2008).

SMEs have become important units of the global economy due to its flexible organizational structure and its significant contribution to economic development. SMEs also play a supporting “subsidiary” role for large size business by providing raw material (Koyuncugil and Özgülbaş, 2008).

## **5. RESEARCH HYPOTHESES**

Organizational change plays and important role in an organization in achieving its competitive edge over competitors. Despite its importance and optimistic effects on competitive



advantage, change in the organization has become a challenge for the business practitioners, because employees affected by changes therefore they hesitate to accept change at their workplace (Iqbal, 2011, p. 91).

Currently, organizations are operating in a highly competitive environment. As change is a very important factor to gain a competitive advantage, by considering the importance of organizational change, there is adhere need for the organizations to adopted changes to survive, outperform in the marketplace, and achieve a sustainable competitive advantage (Cornel-Juma, 2014).

A number of reasons which lead the organizations to change, such as new technologies have opened the new gateway for the organizations to open new businesses, innovations and products development. In short, it provides a competitive advantage for the organizations (Lesáková, 2014, p. 117). Thus, in the light of previous literature following hypothesis was developed.

**H1:** Organizational change has positive effect on competitive advantage.

Business size has a significant role in organizational change (Haveman, 1993b). Business size is a basic component that affects the organizational design and structure. In addition, business size also influences organizational effectiveness and efficiency. For example, large business size have more ability to enter into a new market as compared to small size business (Haveman, 1993a). Similarly, large size businesses have greater opportunity to develop relationship with external partners. Indeed, the effect of business size on organizational change for a large organization will likely diminish with increased size (Amah, Daminabo-Weje and Dosunmu, 2013, p. 116; Haveman, 1993b), because large business size follow the rules and regulation to work more effective and efficient way (Bloodgood, 2006).

Small business size are flexible than large size business, generate a greater space for novelty. Small size businesses have capabilities to directly change their production plans with the changing demand of customers. That is why, in small size businesses new experiments can be applied to go for innovative and expansion in business (Lesáková, 2014).

Organizational resources such as (financial resources and human resources) are very important for the successful change in organizations. Small size businesses are more quickly

changeable than large size businesses. But potential stakeholders hesitate to work with small size businesses because of risk of loss. (Bloodgood, 2006).

Despite of all the competition in the industry, organizations can benefit their competitive edge by reducing product prices, increasing their scale volume, retention of existing customers and attraction of potential customers (Diugwu, 2011, p. 103). Mostly, large business size have more competitive position than small size business. As the large size businesses have large market share, have more opportunity to earn profit (Doğan, 2013).

Small business size may gain a competitive edge and provide supports in order to gain the loyalty of their customers (Papulova and Papulova, 2006, p. 2). Additionally, the competitiveness of small business sized based on the excellence of a product and flexibility of enter and exit from the market (Monteiro, Moreira and Sousa, 2013). The competitive advantage among small size businesses increase when the number of organizations increases especially similar product producing organization, (O'donnell and Gilmore, 2002, p. 207). No doubt, large business size may reduce their per unit cost than large business size (Monteiro et al., 2013), but small business size should not be measured less competitive, even a firm have different competitive advantages, such as unique product, technologically sophisticated particular products, but less competitive than a large enterprise (Monteiro et al., 2013).

**H2:** Business Size has a moderating effect on the relationship between organizational change and competitive advantage.

## **6. RESEARCH METHOD**

This is an empirically designed Research. The research examines the moderating role of business size on the relationship between the organizational change and competitive advantage. A questionnaire with four parts was adapted for purpose of data collection. The questionnaire consisted four parts: First part was the measure of organizational change, the second part was the measure of competitive advantage, the third part was for the measure of business size, and the fourth part was about the respondent's demographic information. Except demographics, all other scales were in the form of 5-points Likert type scales ranging from "1= strongly disagree" to "5 = strongly agree".

The scale of the organizational change was adapted from the research (Al-Ameri, 2013a; Fong, Ting and Hui, 2011; Neiva, Ros and Paz, 2005). The measure organizational change consisted of 40 items with five dimensions. Three items (11, 31, and 38) were removed due to low Corrected Item. Cronbach's Alpha was calculated as ( $\alpha = 0.901$ , 37 items), which shown the high internal consistency level of the items. To determine the business size descriptive statistics was used, mentioned in demographic section. The business size consists of two dimension employee size (no. of employees) and financial size. The measure competitive advantage adapted from the research (Albert, 2002). The measure consisted of 27 items with six dimension. The reliability analysis of this measure was calculated as ( $\alpha = 0.890$ ), which indicates the high internal consistency of the scale.

The target audience of this survey was the employees working in Chabahar Free Trade-Industrial Zone in Iran. The population was unidentified, so simple random sampling technique was adopted to determine sample.

A total of 233 valid questionnaires were received. Data was analyzed by employing descriptive statistics, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Linear Regression techniques, and the moderator role of business size was assessed by PROCESS software.

## **7. DEMOGRAPHICS**

The demographic information of the participants as depicted in (Table 1), the majority of participants were male, married, had associate degrees and existed in the age group of 35-50 years. Majority of participants working in the current job for the duration of 7-9 years, working in management departments.

**Table 1. Demographic Information**

		<i>f</i>	%		<i>f</i>	%	
<b>Gender</b>	Male	207	88,84	<b>Number of employees</b>	Less than 10	119	51,07
	Female	25	10,73		10 - 49	51	21,89
	Missing	1	0,43		50 - 99	8	3,43
	Total	233	100		100 - 249	12	5,15
<b>Marital Status</b>	Married	206	88,41	250 - 499	8	3,43	
	Single	27	11,59	500 - 999	12	5,15	
	Total	233	100	1000 - 1999	20	8,58	
<b>Age</b>	18 below	1	0,43	Missing	3	1,29	
	18 - 24	8	3,43	Total	233	100	
	25 - 35	21	9,01	<b>Annual gross income</b>	Less than 1 000 000	76	32,62
	36 - 50	126	54,08		1 000 000 - 7 999 999	67	28,76
	50 - 65	77	33,05		8 000 000 - 39 999 999	32	13,73
Total	233	100	More than 40 000 000		37	15,88	
			Missing		21	9,01	
<b>Education</b>	Senior High School	35	15,02	Total	233	100	
	Vocational High School	43	18,45	<b>Annual balance sheet amount</b>	Less than 1 000 000	75	32,19
	Associate Degree	81	34,76		1 000 000 - 7 999 999	56	24,03
	Bachelor Degree	54	23,18		8 000 000 - 39 999 999	44	18,88
	Master Degree	18	7,73		More than 40 000 000	37	15,88
	PhD - Doctorate	2	0,86		Missing	21	9,01
Total	233	100	Total		233	100	
<b>Experience in Current Job</b>	Under 1 year	3	1,29	<b>Business operating time</b>	Under 1 year	3	1,29
	4-6 years	19	8,15		1 - 3	18	7,73
	7-9 years	67	28,76		4 - 6	63	27,04
	10-15 years	59	25,32		7 - 9	56	24,03
	16 - 20 years	58	24,89		10 - 15	58	24,89
	More than 20 years	27	11,59		16 - 20	35	15,02
Total	233	100	Total	233	100		
<b>Position at work</b>	Owner / Partner	110	47,21	<b>Legal Status</b>	Sole Proprietorship	28	12,02
	CEO/Asst.	67	28,76		Limited Company Corporation	195	83,69
	Section/Unit Manager/Asst	50	21,46		Other	7	3,00
	Supervisor/Foreman	4	1,72		Missing	3	1,29
	Other	2	0,86		Total	233	100
Total	233	100	<b>Sector</b>	Export and import	104	44,64	
<b>Department</b>	Accounting Department	13		5,58	Production	61	26,18
	Human Resource Management	4		1,72	Service	66	28,33
	Management	177		75,97	Missing	2	0,86
	Sales Department	23		9,87	Total	233	100,00
	Production	4		1,72			
	Other	12	5,15				
Total	233	100					

Majority of the organizations have less than 10 employees and their annual gross income was less than 1 million. While the majority of the organizations have less than 1 million amount according to their annual balance sheet. Majority of the organizations have been operating in a group of 4-6 years, working in import and export sector as a limited company.

Table 2 reveals perception of change experience of respondents. It was observed that most organizations had experiences of change to a certain degree, in term of technological, cultural and structural change. Respondents perceived not very much effect of these three types of changes.

**Table 2.** Types and Perception of Organizational Change

		<i>f</i>	%			<i>f</i>	%
<b>Change experience</b>	Yes	221	94,85	<b>The effect of technological change</b>	Not at all	53	22,75
	No	11	4,72		A little	74	31,76
	Missing	1	0,43		Not very much	79	33,91
	Total	233	100		Very much	22	9,44
<b>Major technological change</b>	Yes	172	73,82	Missing	5	2,15	
	No	56	24,03	Total	233	100	
	Missing	5	2,15	<b>The effect of structural change</b>	Not at all	53	22,75
	Total	233	100		A little	74	31,76
<b>Major cultural change</b>	Yes	132	56,65		Not very much	79	33,91
	No	93	39,91		Very much	22	9,44
	Missing	8	3,43	Missing	7	3,00	
	Total	233	100	Total	235	101	
<b>Major structural change</b>	Yes	192	82,40	<b>The effect of cultural change</b>	Not at all	35	15,02
	No	37	15,88		A little	58	24,89
	Missing	4	1,72		Not very much	96	41,20
	Total	233	100		Very much	40	17,17
				Missing			
				Total			
				233			
				100			

## 8. EXPLORATORY FACTOR ANALYSIS FOR THE MEASURE ORGANIZATIONAL CHANGE

Exploratory Factor Analysis (EFA) is a multivariate statistical analysis technique is utilize to reduce the large number of variables into a small set of variables (Samuels, 2017, p. 1). EFA establishes underlying dimensions between measured variables and latent constructs, provides construct validity (William, Onsmann and Brown, 2010, p. 2). Moreover, univariate and multivariate normality should be present in dataset to perform factor analysis (Çetinkaya and Rashid, 2018, p. 103).

**Table 3:** Exploratory Factor Analysis of Organizational Change (n=233)

<b>KMO ve Bartlett's Test</b> (Bartlett's Test of Sphericity)		Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.733 Approx. Chi-Square ( $\chi^2$ ) = 2037.043 df (Degree of freedom) = 276 Sig. = 0,000				
<b>Pattern Matrix<sup>a</sup></b>						
	<b>Components</b>					
	<b>Trust in Change</b>	<b>Resistance</b>	<b>Opportunity</b>	<b>Dissatisfaction</b>	<b>Fear</b>	
7. In my company, people tend to say that although the change has been made, in practice it has not.	0,810					
9. Not becoming involved with the processes of change is a common practice in this organization.	0,728					
13. This organization does not plan processes of change – they just happen.	0,723					
10. In my company, people tend to deny that the change will take place.	0,631					
5. In my company, people tend to pretend they agree with the changes, but in reality do not allow them to be introduced.	0,592					
6. Not permitting all the objectives of change to be accomplished with the envisaged time is common in this organization.	0,584					
11. In my company, people are reluctant to try to understand the fundamental objectives of the changes.		0,735				
31. In my company, those most involved are those with the most favorable attitude to change.		0,632				
8. In my company ,people take on the new discourse to defend themselves against the changes		0,617				
12. In processes of change, access to information is usually restricted so that there is no opposition to the changes in this organization.		0,606				
15. In my company, here the different attempts at change continue to be unsatisfactory.		0,555				
30. It is very difficult to change the behaviors and attitudes of people in this organization.		0,535				
32. Changes in this organization generate opportunities for personal growth.			0,727			
16. In my company, people who have been in power for a long time feel threatened by change.			0,704			
33. In my company, change involves the need for more detailed knowledge of the way things work.			0,621			
36. In my company, change generates opportunities for employees who know how to take advantage of it.			0,612			
21. Pressures for change in this organization generate lack of satisfaction in people.				0,772		
26. In my company ,people react negatively to changes that lead to wage cuts				0,747		
24. In my company ,employees who lost position because of change generally oppose the process				0,640		

28. In my company, decentralization of power generates fear because there is a sensation of loss of control and competence.	0,499
20. In my company, in processes of change, people fear the loss of their job.	0,728
23. In my company, lack of information about processes of change generates fantasies and unrealistic expectations in employees.	0,590
14. Letting time look after people’s adaptation to new things is a common practice in this organization.	0,583
27. In my company, people are afraid because of the uncertainty generated by the new way of working.	0,447
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.	
a. Rotation converged in 16 iterations	
Trust in Change: Eigenvalue = 5.484; Explained variance = 22.851%; $\alpha = 0.81$	
Resistance: Eigenvalue = 2.636; Explained variance = 10.982%; $\alpha = 0.72$	
Opportunity: Eigenvalue = 2.209; Explained variance = 09.205%; $\alpha = 0.68$	
Dissatisfaction: Eigenvalue = 1.636; Explained variance = 06.816%; $\alpha = 0.76$	
Fear: Eigenvalue = 1.395; Explained variance = 05.811%; $\alpha = 0.63$	
Total variance explained = 55.664%	

Table 3 shows the output of EFA of the measure “Organizational Change”. Kaiser-Meyer-Olkin Measure (KMO) of Sample Adequacy was 0.733, which means that sample size is adequate for the analysis. The Bartlett’s test of Sphericity shown the statistically significant results ( $\chi^2 = 2037.043$ ,  $df = 276$ ,  $p < 0.000$ ), indicated that the variables were related to each other and shared a common factor. EFA of the measure organizational change generated five dimensions: trust in change, resistance, opportunity, dissatisfaction and fear. In the course of factor analysis sixteen items (1, 2, 3, 4, 17, 18, 19, 22, 25, 29, 34, 35, 37, 38, 39, and 40) were removed, because they were either loaded low factor loading or loaded in more than one component. The eigenvalue, variance explained and reliability coefficients ( $\alpha$ ) values are mentioned in Table 3. All components, having eigenvalue greater than one, explained 55.664% of total variance.

### **9. EXPLORATORY FACTOR ANALYSIS FOR THE MEASURE COMPETATIVE ADVANTAGE**

Table 4 shows the results of EFA of the measure “Competitive Advantage”. Kaiser-Olkin Measure (KMO) of Sample Adequacy was 0.788, means that sample size is adequate for analysis. The Barlett’s test of Sphericity shown the statistically significant results ( $\chi^2 = 2964.809$ ,  $df = 351$ ,  $p < 0.000$ ), which indicated that the variables were related to each other and shared a common factor.

**Table 4.** Exploratory Factor Analysis of Competitive Advantage (n=233)

	<b>Components</b>					
	<b>Quality</b>	<b>Differentiation</b>	<b>Empowerment</b>	<b>Forces</b>	<b>Unique Products</b>	<b>Human Resources</b>
<b>KMO ve Bartlett's Test</b> Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.788 (Bartlett's Test of Sphericity)      Approx. Chi-Square ( $\chi^2$ ) = 2964.809 df (Degree of freedom) = 351 Sig. = 0,000						
12 ... offering products similar to competitors but at a lower cost will ensure that to be the preferred provider of the customer.	0,705					
8 ... offering high technology products lead to gain competitive advantage.	0,678					
5 ... offering value -for –money products is the only strategy for gaining competitive advantage.	0,765					
7 ... offering unique / high quality products is the only strategy for gaining competitive advantage.	0,460					
6 ... offering exceptional service is the only strategy for gaining competitive advantage.	0,441					
4 ... offering products at low cost is the only strategy for gaining competitive advantage.	0,421					
17 ... competitive advantage based on special services (e.g. low vision) is sustainable.		-0,785				
16 ... Competitive advantage based on special products is not sustainable.		-0,782				
18 ... when the specialized services provide in the needs of clients the competitive advantage is sustainable.		-0,667				
14 ... competitive advantage based on unique attributes is lost due the attributes becoming less important to the client		-0,650				
13 ... competitive advantage based on unique attributes (e.g. low vision specialization) is easily copied by competitor		-0,639				
15 ... having multiple source of uniqueness lead to sustainable competitive advantage.		-0,532				
26 ... training and skills development of staff play an important role in managing people towards competitive advantage			0,750			



27 ... managing people as a source of competitive advantage is more sustainable than other sources of competitive advantage.	0,610	
25 ... empowering the work force plays an important role in managing people towards competitive advantage.	0,598	
23 ... high wages paid to employees plays an important role in managing people towards competitive advantage.	0,583	
21 ... Employment security plays an important role in managing people towards competitive advantage.	0,414	
2 ... the main force impacting on competition is bargaining power of buyer groups.	0,768	
3 ... the threat of substitute products or services is the main force impacting on competitive advantage.	0,694	
1 ... opening of new stores / practices is the main force influencing competition.	0,666	
9 ... offering exceptional service to clients leads to gain competitive advantage.	0,622	
10 ... offering products/services with additional add-on benefits to the client (e.g. receiving free health club member	0,848	
11 ... offering unique products (e.g. contact lenses of frames) will ensure that to be the preferred provider of the cu	0,630	
22 ... selective staff recruiting play an important role in managing people towards competitive advantage.	0,448	
20 ... managing people effectively does not result in competitive advantage being as visible as other more tangible sou.	0,819	
19 ... adequate skilled personnel are not essential in order to gain competitive success through people.	0,590	
24 ... incentive pay paid to employees play an important role in managing people towards competitive advantage.	0,462	
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization. a. Rotation converged in 34 iterations. Product Quality: Eigenvalue = 8.457; Explained variance = 31.324%; $\alpha = 0.775$ Differentiation: Eigenvalue = 2.864 ; Explained variance = 10.607%; $\alpha = 0.826$ Empowerment: Eigenvalue = 2.294 ; Explained variance 8.496% ; $\alpha = 0.721$ Competitive Force: Eigenvalue = 1.557; Explained variance =5.765 %; $\alpha = 0.749$ Uniqueness: Eigenvalue = 1.352; Explained variance = 5.007 %; $\alpha = 0.610$ Human Resources: Eigenvalue = 1.248 ; Explained variance = 4.621 %; $\alpha =0.611$ Total variance explained = 65.820%		

EFA of the measure competitive advantage generated six dimensions that named as product quality, differentiation, empowerment, competitive force, uniqueness and human resources. The eigenvalue, variance explained and reliability coefficient ( $\alpha$ ) values are mentioned in Table 4. All components have eigenvalue greater than one, explained as 65.820% of total variance.

## 10. CORRELATION

Correlation (r) is a statistical technique developed by Pearson (1896), helps to find out what kind of relation exists between two or more variables (Asuero, Sayago and Gonz'alez, 2006, p. 41). The value of correlation coefficient exists between -1 to +1. Correlation coefficient (r) of +1 shows that variables have perfectly strong correlation, whereas coefficient (r) value -1 indicates that there is a strong negative relationship between two variables. While the zero correlation coefficient value indicates that there is no linear relationship between two variables (Gogtay and Thatte, 2017, p. 78).

**Table 5.** Correlation between Organizational Change and Competitive Advantage

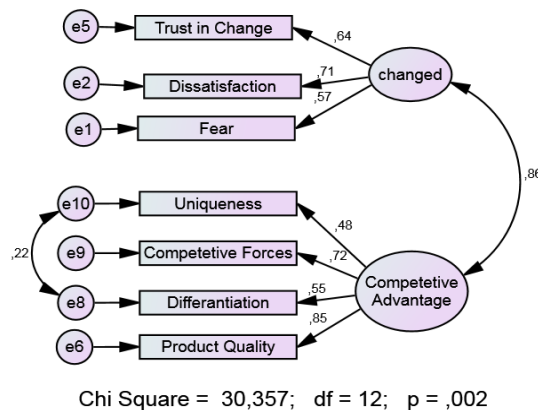
	N	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11
Trust in Change	233	3,667	0,640	1										
Resistance	233	3,844	0,552	,102	1									
Opportunity	233	3,859	0,639	,292**	,218**	1								
Dissatisfaction	233	4,221	0,569	,425**	,280**	,293**	1							
Fear	233	3,925	0,578	,350**	,334**	,228**	,450**	1						
Product Quality	233	4,051	0,562	,485**	,183**	,544**	,540**	,333**	1					
Empowerment	233	3,962	0,565	,021	,263**	,358**	,164*	,207**	,450**	1				
Differentiation	233	4,274	0,500	,350**	,124	,199**	,307**	,209**	,482**	,288**	1			
Competitive Forces	233	4,029	0,633	,451**	,118	,359**	,404**	,433**	,604**	,222**	,377**	1		
Uniqueness	233	4,116	0,508	,221**	,304**	,151*	,251**	,313**	,421**	,414**	,421**	,329**	1	
Human Resources	233	4,150	0,498	,086	,137*	,102	,20**	,086	,368**	,262**	,491**	,212**	,368**	1

\*. Correlation is significant at the 0.05 level (2-tailed). \*\*. Correlation is significant at the 0.01 level (2-tailed).

The results of correlations between the variables organizational change and competitive advantage were presented in (Table 5). The values of correlation coefficient indicated that most variables were significantly correlated with each other. The strength of the relationship is moderate to low level.

## 11. CONFIRMATORY FACTOR ANALYSIS

Confirmatory Factor Analysis (CFA) is a commonly used multivariate technique that seeks to confirm if the number of factors (or constructs) and the loadings of observed (indicator) variables on them confirm to what is expected on the basis of theory (Costa and Sarmiento, 2019). CFA enables the researcher to test how well the model is “fit”. Furthermore CFA provides statistical “goodness of fit” statistics, which determine how items of the instrument actually correlated (Catalasakal, 2016).



**Figure 1.** Confirmatory Factor Analysis

In order to determine whether the construct of organizational change and competitive advantage are significantly fit, CFA was applied using AMOS software as shown in (Figure 1). The model was tested five components of organizational change, and six components of competitive advantage. Two components of organizational change and two components of competitive advantage were removed because of low factor loadings values. It was concluded that CFA yielded an acceptable fit model ( $\chi^2 = 30.357$ ;  $df = 12$ ;  $p = 0.002$ ,  $\chi^2/df = 2.53$ ).

## 12. MODERATION: EMPLOYEE SIZE AS A MODERATING VARIABLE

Table 6 presented the summary of model output shown the F statistical values ( $R^2 = 0.4010$ ,  $F = 51.1109$ ,  $p = 0.000$ ), which shown that the model is significant. The second part of the table shown that the coefficient ( $\beta$ ) beta and t statistics values of independent variable organizational change and moderating variable employee size.

**Table 6.** Model Summary

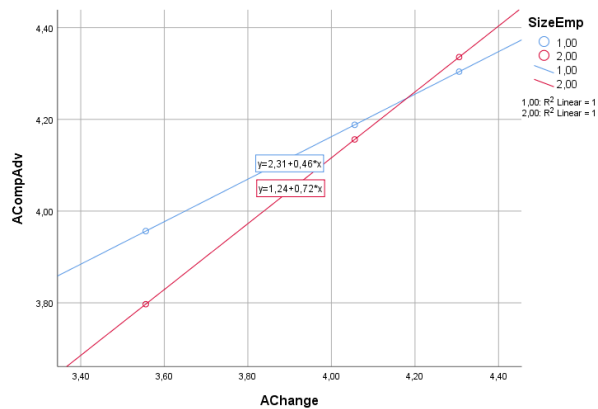
<b>Outcome Variable: Competitive Advantage</b>							
<b>Model 1 Summary</b>							
	<b>R</b>	<b>R-sq</b>	<b>MES</b>	<b>F</b>	<b>df1</b>	<b>Df2</b>	<b>P</b>
	.6333	.4010	.1073	51.1109	3.000	229.000	0.000
<b>Model 1</b>							
	<b>Coeff</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>	
<b>Constant</b>	3,3738	0,5532	6,0983	0.000	2,2837	4,4639	
<b>Org. Change</b>	0,2087	0,14	1,4901	0,1376	-0,0673	0,4846	
<b>SizeEmp</b>	-1,065	0,3847	-2,7684	0,0061	-1,823	-0,307	
<b>Interaction</b>	0,2547	0,0982	2,5945	0,0101	0,0613	0,4482	

The values of independent variable “change” were ( $\beta_1 = 0.2087$ ,  $t = 1.4901$ , and  $p = 0.1376$ ). Output values shown that the p-value is greater than 0.05 so the variable “change” had no significant effect on competitive advantage. Whereas values of moderating variable employee size (sizeEmp) were ( $\beta_2 = -1.0650$ ,  $t = -2.7684$ , and  $p = 0.0061$ ), shown that moderating variable employee size had statistically positive and significant effect on competitive advantage. Furthermore, it was observed that the output values of interaction ( $\beta_3 = -0.2547$ ,  $t = 2.5945$ , and  $p = 0.0101$ ), which shown the moderating variable employee size had a statistically significant moderating effect on relationship between the organizational change and competitive advantage.

**Table 7.** Conditional Effects

<b>SizeEmp</b>	<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
1. SMEs	,4634	,0576	8,0380	,0000	,3498	,5770
2. (Big)	,7181	,0795	9,0359	,0000	,5615	,8747

Table 7 presents the conditional effect of the independent variable on the dependent variable at the values of the moderator variable employee size (sizeEmp). The output values in the (Table 7) ( $\beta_1 = 0.4634$ ,  $t = 8.0380$ , and  $p = 0.0000$ ) and as ( $\beta_2 = 0.7181$ ,  $t = 9.0359$ , and  $p = 0.0000$ ), shown that the independent variable organizational change had positively significant effect on dependent variable competitive advantage at both level of moderating variables. In other words, effect of organizational change on competitive advantage increases as the level of employee based organizational size increases. Graphically presentation of relationships among variables is shown in Figure 2.



**Figure 2.** Moderating effect of Employee Size

Figure 2 depicts that there is a relationship between organizational change competitive advantage, and employee based organization size had moderating effect on this relationship. It can be resulted that both hypothesis (H1 and H2) proposed in this research were supported.

### 13. MODERATION: FINANCIAL SIZE AS A MODERATING VARIABLE

Table 8 shown the summery of model 1, the results showon the F statistical values ( $R^2 = 0.3963$ ,  $F = 50,1112$ , ,  $p = 0.000$ ), which indicated that the model is statistically significant. The second part of the table shown that the coefficient beta ( $\beta$ ) values and t-statistics values of independent variable organizational chang and the moderating variable financial size.

**Table 8.** Model Summary

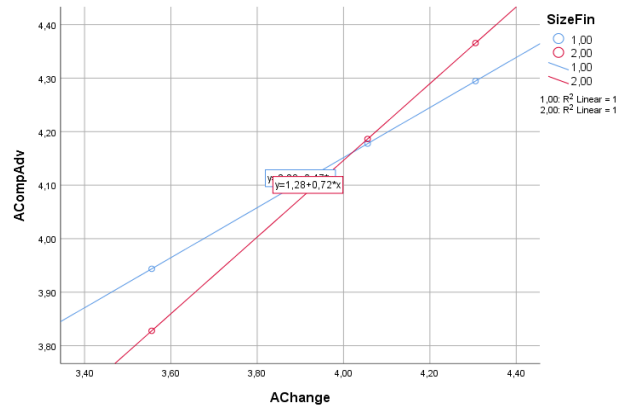
<b>Outcome Variable: Competitive Advantage</b>							
<b>Model 1 Summary</b>							
	<b>R</b>	<b>R-sq</b>	<b>MES</b>	<b>F</b>	<b>df1</b>	<b>Df2</b>	<b>P</b>
	,6295	,3963	0.1082	50.1112	3,0000	229,0000	0.000
<b>Model 1</b>							
	<b>Coeff</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>	
<b>Constant</b>	3,2818	,5555	5,9080	,0000	2,1873	4,3764	
<b>Org. Change</b>	0,2187	,1402	1,5600	,1201	-,0575	,4950	
<b>SizeFin</b>	-1,0012	,3849	-2,6015	,0099	-1,7596	-,2429	
<b>Interaction</b>	,02490	,0968	2,5728	,0107	,0583	,4397	

The values of independent variable “Org. change” were ( $\beta_1 = 0.2187$ ,  $t = 1.5600$ , and  $p = 0.1201$ ). Output shown that the p-value is greater than 0.05, so the independent variable “Org.change” had no significant effect on competitive advantage. Whereas the values of moderating variable financial size (sizefin) were ( $\beta_2 = -1.0012$ ,  $t = -2.6015$ , and  $p = 0.0099$ ), shown that moderating variable sizefin had statistically positive significant effect on competitive advantage. Furthermore, it was observed that the output value of interaction ( $\beta_3 = 0.2490$ ,  $t = 2.5728$ , and  $p = 0.0107$ ), which shown that moderating variable financial had a statistically significant moderating effect on relationship between the organizational change and competitive advantage.

**Table 9.** Conditional Effects

<b>SizeFin</b>	<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
1. SMEs	,4678	,0586	7,9859	,0000	,3523	,5832
2. (Big)	,7168	,0771	9,3023	,0000	,5649	,8686

Table 9 represented the conditional effect on the independent variable on dependent variable at the value of the moderator variable financial size (sizefin). The output values as shown in Table 9 ( $\beta_1 = 0.4678$ ,  $t = 7.9859$ , and  $p = 0.0000$ ) and at level 2 were ( $\beta_2 = 0.7168$ ,  $t = 0.3023$ , and  $p = 0.0000$ ) indicated that the independent variable organizational change had positively significant effect on dependent variable competitive advantage at both level of moderating variables. In otherwords, effect of organizational change on competitive advantage increases as the level of financial size increases. Graphically presentation of relationships are shown in Figure 3.



**Figure 3.** Moderating effect of Financial Size

As depicted in Figure 3, there is a relationship between organizational change, competitive advantage, and financial based organization size also had moderating effect on this relationship. As a result, both proposed hypotheses in this research (H1 and H2) were supported.

#### 14. DISCUSSION

This empirical research adds the value to the literature and strengthens the knowledge of practitioners relevant to the relationship between organizational change and competitive advantage, and the role of business size on this relationship. The results of this research supported the research hypotheses and show that organizational change has a positive significant effect on competitive advantage.

The findings of this research are consistent with previous work of (Ulric and Lake, 1991) as their study on three means of gaining competitive advantage (financial, strategic and technological capabilities) analyzed the organizational capabilities, found that financial position of the organization contributes to gaining its competitive advantage. This study also aligns with the study conducted by (Cameron and McNaughtan, 2014) on positive organizational change, concluded that positive organizational change tends the organization to flourish. Another research conducted by (Albrecht, Bakker and Gruman, 2015) on human resource practices and competitive advantage, concluded that business practitioners need to move beyond the routine administration to gain a competitive advantage.

Another contribution of this research is the moderating effect of business size on the relationship between the organizational change and competitive advantage. Findings were

significant and consistent with previous literature. (MaffiniGomes, JordanaMarquesKneipp and IsakKruglianskas, 2015) conducted a research on key practices according to business size, concluded that large business size are highly in relation to sustainability and business performance as compared to small size companies. Thus, the findings of present research are consistent with the previous literature.

## **15. CONCLUSION AND RECOMMENDATION**

In this highly increasing competitive business environment, every business interested in getting a competitive position over competitors and expand internationally. To do this, businesses have to make changes in their business environment, may be change in cultural, technology, or behaviour of their employees. To implement such changes, business practitioners face several types of constraints and restriction from the internal and external environment. These hurdles restrict them to expand such as business size and competition in the market. This research was determined the effect of organizational change on competitive advantage. Furthermore, the moderator role of business size was also determined.

It was concluded that organizational change has a positive significant effect on competitive advantage. Furthermore, it was observed that dimensions of organizational change: trust in change, resistance, opportunity, dissatisfaction and fear are correlated with the all dimensions of competitive advantage: quality, differentiation, empowerment, forces, unique product, and human resources. It was also concluded that the business size in terms of financial size and employee size has moderating effect on the relationship between organizational change and competitive advantage.

In sum, it was concluded that both hypotheses were accepted and supported empirically. There is enough evidence that size of organization facilitates to gain competitive advantage in the market. So, practitioners should take into consideration the size of the organization when they intend to gain competitive advantage.

This study was limited to an industrial zone in Iran. Further studies can be conducted in other parts of the world to make comparisons. Only two dimensions of business size (financial size and employee size) were covered in this research. Further researches can be extended by taken into consideration the other dimensions of business size.



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