Role of Organizational Change in Developing Team Performance and Support Positive Work Environment

Khaled Al-Awar[1]

[1] PHD in Business Administration, Jordan

Correspondence: Khaled Al-Awar, PHD in Business Administration, Jordan. E-mail: Khaledalawar@hotmail.com

Abstract

Current study aimed at examining the influence of organizational change on two of the main aspects of any organization which are team performance and work environment. Study followed the quantitative approach through utilizing the questionnaire as a tool of study. Through applying the questionnaire on a sample of (211) managers from industrial organizations in Jordan; results indicated that there appeared to be a positive influence of organizational change on both team performance and work environment. Through the study, results indicated that technology as a variable of organizational change appeared to be the influential variable on both team performance and work environment which indicated the importance of technology in organizations and how to handle its interference and transition in a positive approach.

Based on results, current study recommends enhancing the managerial support within industrial organizations in Jordan as it appeared that there was a lack in the support that management has on managing change. In addition to that, technology appeared to be of high importance, so it is recommended to focus more on technologies and manage the transition from manual to technological approaches within industrial organizations.

Keywords: organizational change, change management, performance, environment

1. Introduction

In a developing world; there appear tins of changes and enhancements that are prepared and utilized in order to develop many aspects of organizational performance and products. Those changes must welcomes by the organization in a way that paves the road for better use and results from these changes. Such changes appear in a form of technological enhancement, theoretical applications and strategies that are meant to enhance the way organizations operate.

This concept is considered to be very important especially for organizations which are working within the manufacturing field. Many scholars have spoken to change management within manufacturing industries around the world (Cottyn et al., 2011; Fok-Yew & Ahmad, 2014; Fok-Yew et al., 2013). Scholars have reached a common result indicating that paying attention to change and managing it in a way that supports its acceptance within the organization is considered to be one of the main aspects that can develop organizational change and elevate to a level which can work on supporting both team performance and work environment.

1.1 Background of Industry

The Jordanian industrial sector comprises for the most part of assembling, extractive businesses, electricity and water. These parts are connected in reverse and forward with segments, for example, transportation, insurance, and trade. The industrialsector is a high supporter of Jordan's GDP as it contributed roughly with 24% of total GDP in 2017, it managed to employ over 240,000 individuals, the greater part of them Jordanians (JIC, 2019).

The significance of Jordan's industrial sector is extensive. It represents about 60% of the absolute speculations profiting by the Investment Law and contributes essentially to the quality of the Jordanian Dinar and to the swapping scale's dependability through enhancing the Kingdom's legitimate stores with remote money (with more than US$ 8.0 billion in 2017). In addition, the industrial sector adds to the combination of the monetary steadiness of Jordan by furnishing the treasury with more than JOD 1 billion every year in immediate or aberrant charges, as every Dinar put resources into the business gives the treasury in excess of eight pennies of duty incomes(JIC, 2019).

In 2017, Jordan's total exports reached US$ 7.6 billion, the main export products and goods being apparel, potash, phosphates, fruits and vegetables, medical supplies, pharmaceutical products and fertilizers.Most countries exported to include the U.S., Saudi Arabia, Iraq, India, the United Arab Emirates, and Indonesia(JIC, 2019).

On the other hand, in 2017, total imports from Jordan totaled US$ 20.70 billion.The main imports were transportation equipment, spare parts, petroleum products, crude oil, textile yarn, fabrics, and maquillages, mainly imported from countries like Saudi Arabia, China, the United States, and Italy(JIC, 2019). Following figure (1) highlights some information regarding Jordanian industrial sector.

Industrial Sector Indicators	
Direct contribution to GDP (%)	24.0
Indirect contribution to GDP (%)	40.0
Number of employees	240,000
Contribution to the national workforce (%)	15.0
Number of industrial firms	18,000
Industrial exports (US$ billion)	3.6
Contribution to national exports (%)	91.0

Source: Ministry of Industry Trade and supply 2017

Figure 1. Jordanian industrial sector (JIC, 2019)

1.2 Problem Statement

Du Toit 2014 argued that industrial sector is one of the most influenced sectors by change. When there is any type of change within the country; the industrial sector is almost the one which faces the risk of either benefiting or losing for changes. When looking at the variables of change; it includes the factors of management, technology awareness and training. Theses aspects play a huge role in preparing many factors within the industrial organization to be ready for change including the work environment and the team performance.

According to Al-Shamlan and Al-Mudimigh (2011) variables of awareness and management support can help in preparing the environment to accept change. On the other hand, Jarratt et al. (2011) argued that industrial sector is always in a deep need for change management due to the ongoing development in the technological field in it, based on that, the environment and the human factor should always be ready to accept technological change.

Bamford and Forrester (2003) argued that many factors may influence the internal environment of the organization which works within the industrial sector. Those changes can be handled through developing the level of awareness among individuals and at the same time guarantee the best and most accurate form of management support.

Based on the above argument; current study aimed at examining the influence of organizational change on team performance and work environment. The author took into perspective some main variables of change management which included (technology, awareness, management support and training).

1.3 Questions and Hypotheses

Based on the argument which led to the problem; researcher employed four main factors of organizational change which included technology, management support, awareness and training. It is meant to be able through current study to read the influence of such factors in the variables of team performance and work environment. Through building study the following model appeared:
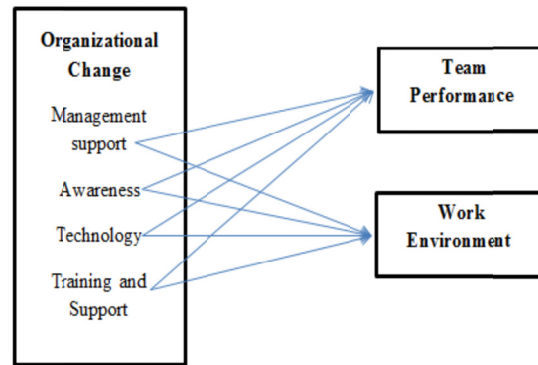
Figure 2. Study Model

Source: Al-Shamlan and Al-Mudimigh (2011); Jarratt et al. (2011); Bamford and Forrester (2003).

Generally speaking, current study seeks to answer the following question:

What is the influence of change management variables on the team performance and the work environment within an organization?

From the question and the model of study, researcher managed to synthesize the following set of hypotheses:

H1: Organizational change positively influences team performance

H1a: Management support has a positive influence on team performance

H1b: Awareness has a positive influence on team performance

H1c: Technology has a positive influence on team performance

H1d: Training and support has a positive influence on team performance

H2: Organizational change positively influences work environment

H2a: Management support has a positive influence on work environment

H2b: Awareness has a positive influence on work environment

H2c: Technology has a positive influence on work environment

H2d: Training and Support has a positive influence on work environment

2. Literature Review

2.1 Organizational Change

The objective of organizational change is to recognize and limit issues and dangers related with the usage of another framework or procedure. Amid the presentation of any new framework or procedure, a progression of OC exercises are executed with the goal that changes are imparted successfully and clients are prepared properly. OCM has ended up being fundamental for any new framework or procedure to turn out to be effectively coordinated into everyday activities (Moran and Brightman, 2005). According to Kanter(2003) change activities that happen in business—those that influence any practical zone, including the executives bookkeeping—can be partitioned into two abnormal state classifications: key change and operational change. Key change activities include moves in the way of life, thought, or mission of the business. Jacobs et al. (2013) saw that organizational change activities include the manner in which representative's work and lead to changes in frameworks, forms, or both. Operational change can summon vital change if the adjustment in activities brings about changing the mission or potentially culture of the business too.Jansson (2013) argued thatvital change activities will in general consider hierarchical change the board exercises as an essential piece of the task. In these activities, it is simply the association and the manners in which specialists consider the association that are influenced. According to Oswicket al. (2005) at the point when the motivation behind the activity is changing the company's kin and their outlook, the whole objective is to move the present attitude to a future one. While Nesterkin (2013) saw thatorganizational change activities, then again, are taken on to change a procedure or a framework. OCM exercises might be barely noticeable when the emphasis isn't on changing the laborers themselves, all things considered with vital change, yet on changes inside the framework in which the specialists work. This SMA

centers around why and how to incorporate OCM exercises when the business is presenting operational change through framework usage ventures. Grantet al. (2005) stated that in spite of the fact that it exhibits the ideas with regards to a framework execution philosophy; the systems can be connected to different kinds of operational change activities. In framework usage extends, the customary venture group jobs incorporate undertaking administrator, business investigator, software engineer, and other topic specialists. The undertaking group cooperates to guarantee the task is conveyed to meet business necessities and that the specialized prerequisites of the arrangement are met for an effective usage. The OCM exercises might be pushed aside on the grounds that the specialized duties of the venture group don't take into account enough time to guarantee the task is conveyed viably from the human point of view. Amusingly, when fruitless operational change ventures are surveyed, seven out of the main 10 purposes behind disappointment are because of botched authoritative change the executives chances (Mellert et al. 2015).

2.2 Team Performance

Performance is comprehended as accomplishment of the association in connection with its set objectives. It incorporates results accomplished, or achieved through commitment of people or groups to the association's vital objectives. The term performance envelops financial just as conduct results. Rajnoha and Lesníková (2016) see performance all the more thoroughly by enveloping practices and results. He is of the view that practices as results in their own right', which can be made a decision about separated from results' (McMahon, 2013). Performance is an effect. The jobs of any oversee can be found in three sections: Being, Doing and Relating. Being it is worried about the abilities of the deal with that are pertinent to his/her performance. It is readiness of the brain of the administrator. Doing centers around the oversee exercises that are dynamically successful at various dimensions in the association: that influence performance of different jobs subject to the oversee yield, and the hierarchical performance in general. As somebody stated, Ideas are amusing easily overlooked details (Aguinis et al., 2012). They won't work except if you do.'Relating' underlines the idea of associations with individuals from the job organizes vertical, level or something else. Performance has a linkage with the individual potential and how best it is acknowledged by the person (Salem, 2003). With respect to deal with, his/her potential turns into the contribution to the beneficial procedure and performance is the yield. Manager's Potential is resolved when a lot of undertakings are allocated to him. It is additionally identified with performance guidelines set (Bremser and Chung, 2005).

According to Qureshi and Hassan (2013) resistance to change is typical. The fruitful administration of progress is characterized by the capacity of individuals to move towards, and acknowledge, the vision for change. It sounds straightforward. The way in which the terms 'Execution Management' and 'Change Management' are tossed around the workplace nowadays you could be excused for imagining that the procedures have been so all around built up that they are in every case effectively actualized. However, as per New York Times smash hit creator John Kotter, 70% of progress activities in associations and organizations fail.Regardless of whether it is a change the executives' procedure or an act the board procedure, awful usage and execution of any procedure causes worry inside the working environment. Working environment stress is costing the Australian economy in any event \$14.81 billion per year – 3.2 days a year, per specialist are lost to work environment stress.A incredible arrangement of time and cash has been spent by many research organizations on the best way to actualize viable change the board and how to benefit from worker execution the executives, yet ongoing exploration shows that nor are being executed successfully. As indicated by Ebongkeng (2018), just 8% of organizations report that their execution the board procedure drives elevated amounts of significant worth, while 58 percent said it's anything but a powerful utilization of time.2 What is clear is that the importance of progress the board and execution the executives is diverse to a business and a representative. Except if something is done toward the start of the procedure to bring both the business and the worker closer together, the two gatherings will regularly go down various ways and neglect to land at a similar goal.

2.3 Work Environment

Individuals have a common resistance to change and indeed though there are great trade reasons for changing the workplace, frequently, laborers feel defenseless with the process. Consequently, work environment alters administration ought to be executed exceptionally carefully and keenly. The objective is to create a well-crafted program that gives back for employees around their modern work environment and helps them in getting back to work as rapidly as conceivable to maintain a strategic distance from any productivity misfortune. This paper will talk about the significance of workplace alter administration together with fundamental steps to success (Levine, 2015).

Organizational change requires that the management and leaders toprepare individuals for the change in the

working environment, engage in their responsibilities all through the change, and drive positive results. Individuals regularly have a fight-or-flight reaction to change as appeared within the Change Curve, Figure 1.
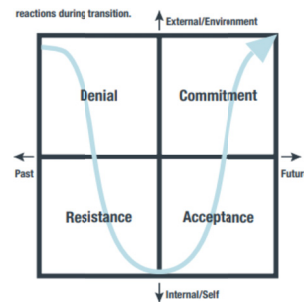

Figure 3. Change Curve (Levine, 2015, 2)

This curve could be a prevalent show that illustrates the distinctive stages of how individuals respond to change; from denial to resistance to acknowledgment to commitment. The alter administration handle makes a difference acceptance move through this demonstrate and move their considering and behavior from standing up to change to committing to their modern work environment. It may be an organized approach that coincides with the work environment methodology, plan, and development plan. The thought is to realize a bound together social move for representatives from their current work environment to their future workspace (Levine, 2015).

Generally speaking, changing the work environment is one of the foremost impactful ventures a company can make to improve its organizational, worker, and office performance. The work environment can motivate excitement or fear, center or diversion, collaboration or separation. Companies that viably oversee change are appeared to reliably beat their competitors.

In the industrial sector, change can be very influential, this can be attributed to the nature of the industrial sector and its high dependency on the human factor, based on that, when the human factors isn't profoundly cooperating to change; there would be a big space for misunderstanding and the idea of change will be put into a negative

3. Methodology

Following section presented the methodological aspects which appeared through building current study. The section contained the methodological approach, tool, population and sample, and data analysis.

3.1 Methodological Approach

Quantitative approach was followed in current study. Quantitative approach was defined by Wiersma and Jurs (2005. P.15) as *"a research methods dealing with numbers and anything that is measurable in a systematic way of investigation of phenomena and their relationships"*.

The idea behind depending on the quantitative approach is the fact that quantitative is more likely to accept generalization on the population of study compared to qualitative approach due to the nature of the sample and the quantitative approach ability to handle a larger population.
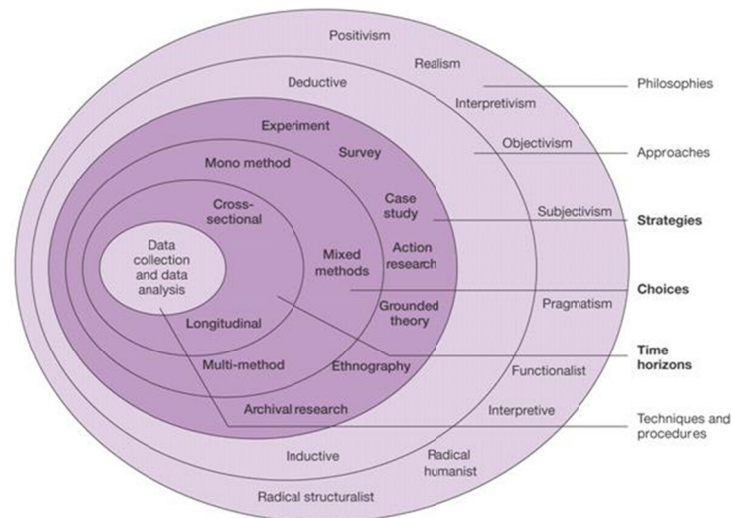
Figure 4. Saunders et al. (2009)

Based on the above image, current research appeared to be across sectional mono method study that utilizes a survey in a deductive approach in order to appear as a positivist research.

3.2 Tools of Study

The main instrument of current study was the questionnaire; a questionnaire is defined as a document that is designed for the purposes of gathering attitudes, perspectives, and viewpoints regarding a certain phenomenon (Sansoni, 2011). Based on that, current study employed the questionnaire as an instrument of data collection from the sample of the study.The questionnaire was designed by the researcher with the aid of previous studies and articles which included the independent variable and the dependent variables.

Current questionnaire consisted of two sections; the first was designed for the demographic variables while the second consisted of statements referred to the variables.

3.3 Population and Sample

Population within academic research refers to all human factors on which operational definitions can be applied as according to Asiamah et al. (2017). Population of current study consisted of all individuals within the industrial sector in Jordan through the fiscal year of 2018.The total number of public share holding companies in Jordan was (60) (SDC Jo, 2019) so, a sample of (52) company was derived from the population.

A total of (5) questionnaire was distributed on the working managers within these companies which formed in total (260) individual. After the application process, the researcher was able to retrieve (211) properly filled questionnaire forming a response rate of 81.51% which is statistically accepted.

3.4 Data Screening and Analysis

Gathered data of current study was screened, processed and analyzed depending on SPSS 21. The following statistical tests were run:

- Descriptive Statistics
- Multiple Regression
- Simple Regression

4. Results and Discussion

Current section presented results of study. Results were presented in two sections; the first took in to perspective the demographic variables of study while the second section presented results of questionnaire statements.

4.1 Demographic Results

Table 1. Sample distribution according to gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	165	78.2	78.2	78.2
	Female	46	21.8	21.8	100.0
	Total	211	100.0	100.0	

From table 1 above, it appeared that the majority of the sample was male respondents with frequency of 165 forming 78.2% of the total sample.

Table 2. Sample distribution according to age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	30	14.2	14.2	14.2
	31-36	76	36.0	36.0	50.2
	37-42	65	30.8	30.8	81.0
	+43	40	19.0	19.0	100.0
	Total	211	100.0	100.0	

Analysis of respondents' age, it appeared that majority of the sample responded to questionnaire was individuals within the age range of 31-36 years forming 36% of the sample. The least age range within the sample appeared to be individuals between 25-30 years old forming 14.2% of the sample.

Table 3. Sample distribution according to educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	36	17.1	17.1	17.1
	MA	144	68.2	68.2	85.3
	PhD	31	14.7	14.7	100.0
	Total	211	100.0	100.0	

According to table (3), when asked regarding the educational level, respondents who had an MA degree formed the majority of the sample 68.2% with frequency of 144. On the other hand, respondents with a PhD degree formed 14.7% appearing as the least portion of the sample.

Table 4. Sample distribution according to experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-6	51	24.2	24.2	24.2
	7-11	94	44.5	44.5	68.7
	+12	66	31.3	31.3	100.0
	Total	211	100.0	100.0	

Table (4) showed respondents according to experience. Results indicated that respondents who had an experience of 7-11 years formed the majority of the sample 44.5% compared to the least portion of the sample who had an experience of 2-6 years forming 24.2% of the sample.

4.2 Questionnaire Analysis

Table 5. Descriptivestatistics to questionnaire statements

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Change					
Management Support					
Management is the key supporting to managing change	211	1	5	4.21	.859
There is always a space for the management to lead change into better stage	211	1	5	4.17	.780
Change can be positive if it was supported by management	211	2	5	4.20	.705
Management should be more aware of the role of change in leading an organization	211	1	5	4.26	.726
Awareness					
Awareness of individuals about change can help to accept it	211	2	5	4.22	.717
Awareness can be helpful in leading the direction of change	211	1	5	4.02	.889
Without awareness understanding would be hard of change	211	1	5	4.10	.881
Technology					
Technology is major change source in the organization	211	1	5	4.07	.778
The positive change that technology can bring should be led perfectly	211	1	5	4.07	.839
Technology can give individuals a space to be more productive	211	1	5	3.80	.965
Training and Support					
Training and support can increase the degree of individuals' awareness	211	1	5	3.77	.930
It is better to depend on training and support to increase individuals' understanding of change	211	1	5	3.80	.888
Training can close the gaps in the individuals" skills and abilities	211	1	5	3.91	.932
Informed training is the best way to lead the management towards correcting mistakes	211	1	5	3.75	.882
Team Performance					
Managerial support and leading change can help developing team performance	211	2	5	4.07	.768
Team performance is always influenced by changes in the organization	211	2	5	4.03	.696
If there is no monitoring of changes the team performance can be influenced in a negative way	211	2	5	3.94	.741
Team performance is the leading tool to organizational performance	211	2	5	3.95	.748
Better team performance can lead to organizational excellence	211	2	5	3.96	.812
Work Environment					
If managed well, organizational change can develop the work environment	211	1	5	3.74	.912
Organizational change can help create environmental fit in the organization	211	1	5	4.01	.819
Developing work environment can help to better team performance	211	1	5	4.08	.830
If the work environment is fit change acceptance would be easier	211	2	5	4.07	.730
Valid N (listwise)	211				

Based on table (5), it can be noticed that the mean of statement *(Management should be more aware of the role of change in leading an organization)* is 4.26. This mean is considered the highest mean. It can be also noticed that the mean of statement *(If managed well, organizational change can develop the work environment)* (3.74) is considered the lowest mean. The overall mean indicates that respondents have highly positive attitudes toward variables of study which managed to show a high level of awareness among respondents regarding the variables of organizational change, team performance and work environment considering that all statements were answered with a mean above the mean of 3.00.

4.3 Hypotheses Testing

H1: Organizational change positively influences team performance

Table 6. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665[a]	.442	.432	.44965

Table 7. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.052	4	8.263	40.868	.000[a]
	Residual	41.650	206	.202		
	Total	74.701	210			

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.480	.241		6.151	.000
	MS	.088	.076	.086	1.159	.248
	Awareness	.064	.067	.071	.950	.343
	Technology	.134	.067	.155	2.014	.045
	Training	.353	.065	.442	5.463	.000

The Multiple regression analysis was conducted to test above hypothesis. It was found that the value of R was (0.665). The latter value indicates that there was a strong correlation between the above variables.   It was found that the value of R Square was (0.442).   That means that 44.2 % of the change in the dependent variable can be attributed to the independent variables. Also it was found that the F-value was 40.868,this value is significant at the statistical significance level of 0.05 , that means ,Organizational change statically influences team performance

H1a: Management support has a positive influence on team performance

Table 9. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462[a]	.214	.210	.53014

Table 10. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.962	1	15.962	56.796	.000[a]
	Residual	58.739	209	.281		
	Total	74.701	210			

Table 11. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.997	.267		7.481	.000
	MS	.473	.063	.462	7.536	.000

The simple regression analysis was conducted to test above hypothesis. It was found that the value of R was (0.462). The latter value indicates that there was a correlation between the above variables.   It was found that the value of R Square was (0.214).   That means that 21.4 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value is 7.536, this value was significant at the statistical significance level of 0.05 that means management support has a positive influence on team performance.

H1b: Awareness has a positive influence on team performance

Table 12. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470[a]	.221	.217	.52772

Table 13. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.498	1	16.498	59.242	.000[a]
	Residual	58.203	209	.278		
	Total	74.701	210			

Table 14. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.246	.230		9.786	.000
	Awareness	.424	.055	.470	7.697	.000

The simple regression analysis was conducted to test abovehypothesis. It was found that the value of R was (0.47). The latter value indicates that there was a correlation between the above variables. It was found that the value of R Square was (0.221). That means 22.1 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value was7.697, this value was significant at the statistical significance level of 0.05 thatmeans,Awareness has a positive influence on team performance

H1c: Technology has a positive influence on team performance

Table 15. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554[a]	.307	.303	.49776

Table 16. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.919	1	22.919	92.503	.000[a]
	Residual	51.782	209	.248		
	Total	74.701	210			

Table 17. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.084	.201		10.354	.000
	Technology	.479	.050	.554	9.618	.000

The simple regression analysis was conducted to test abovehypothesis. It was found that the value of R was (0.554). The latter value indicates that there was a correlation between the above variables. It was found that the value of R Square was (0.307). That means that 30.7 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value is 9.618, this value was significant at the statistical significance level of 0.05 thatmeans,Technology has a positive influence on team performance.

H1d: Training and support has a positive influence on team performance

Table 18. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642[a]	.412	.410	.45829

Table 19. NOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.804	1	30.804	146.663	.000[a]
	Residual	43.897	209	.210		
	Total	74.701	210			

Table 20. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.037	.164		12.394	.000
	Training	.513	.042	.642	12.110	.000

The simple regression analysis was conducted to test above hypothesis. It was found that the value of R was (0.642). The latter value indicates that there was a correlation between the above variables.   It was found that the value of R Square was (0.412).   That means that 41.2 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value is 12.11 this value was significant at the statistical significance level of 0.05, that means, Training and support has a positive influence on team performance.

H2: Organizational change positively influences work environment

Table 21. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699[a]	.488	.478	.44140

Table 22. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.297	4	9.574	49.141	.000[a]
	Residual	40.135	206	.195		
	Total	78.432	210			

Table 23. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.163	.236		4.922	.000
	MS	.112	.074	.107	1.511	.132
	Awareness	.074	.066	.080	1.122	.263
	Technology	.226	.065	.255	3.455	.001
	Training	.298	.063	.364	4.702	.000

The simple regression analysis was conducted to test above hypothesis. It was found that the value of R was (0.699). The latter value indicates that there was a correlation between the above variables.   It was found that the value of R Square was (0.488).   That means that 48.8 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the F-value is 49.141 this value is significant at the statistical significance level of 0.05 that means, Organizational change positively influences work environment.

H2a: Management support has a positive influence on work environment

Table 24. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501[a]	.251	.248	.53001

Table 25. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.721	1	19.721	70.203	.000[a]
	Residual	58.711	209	.281		
	Total	78.432	210			

Table 26. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.760	.267		6.592	.000
	MS	.526	.063	.501	8.379	.000

The simple regression analysis was conducted to test above hypothesis. It was found that the value of R was (0.501). The latter value indicates that there was a correlation between the above variables. It was found that the value of R Square was (0.251). That means that 25.1 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value is 8.379, this value was significant at the statistical significance level of 0.05 that means, management support has a positive influence on work environment.

H2b: Awareness has a positive influence on work environment

Table 27. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498[a]	.248	.245	.53112

Table 28. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.476	1	19.476	69.043	.000[a]
	Residual	58.956	209	.282		
	Total	78.432	210			

Table 29. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.080	.231		9.003	.000
	Awareness	.461	.055	.498	8.309	.000

The simple regression analysis is conducted to test above hypothesis. It was found that the value of R was (0.498). The latter value indicates that there was a correlation between the above variables. It was found that the value of R Square was (0.248). That means that 24.8 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value is 8.309, this value was significant at the statistical significance level of 0.05 , that means ,Awareness has a positive influence on work environment.

H2c: Technology has a positive influence on work environment

Table 30. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615[a]	.378	.375	.48315

Table 31. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.644	1	29.644	126.993	.000[a]
	Residual	48.787	209	.233		
	Total	78.432	210			

Table 32. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.806	.195		9.248	.000
	Technology	.545	.048	.615	11.269	.000

The simple regression analysis is conducted to test above hypothesis. It is found that the value of R is (0.615). The latter value indicates that there is a strong correlation between the above variables. It was found that the value of R Square was (0.378). That means that 37.8 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value was 11.269 this value is significant at the statistical significance level of 0.05 that means, Technology has a positive influence on work environment.

H2d: Training and Support has a positive influence on work environment

Table 33. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653[a]	.427	.424	.46377

Table 34. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.480	1	33.480	155.665	.000[a]
	Residual	44.952	209	.215		
	Total	78.432	210			

Table 35. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.939	.166		11.656	.000
	Training	.535	.043	.653	12.477	.000

The simple regression analysis was conducted to test above hypothesis. It was found that the value of R was (0.653). The latter value indicates that there was a strong correlation between the above variables. It is found that the value of R Square was (0.427). That means that 42.7 % of the change in the dependent variable can be attributed to the independent variable. Also it was found that the t-value is 12.477 this value is significant at the statistical significance level of 0.05 that mean, Training and Support has a positive influence on work environment.

Table 36. Descriptive statistics of variables

	N	Minimum	Maximum	Mean	Std. Deviation
Management Support	211	2.00	5.00	4.2109	.58244
Awareness	211	1.67	5.00	4.1122	.66073
Technology	211	1.67	5.00	3.9795	.68937
Training and support	211	1.00	5.00	3.8092	.74685
Team performance	211	2.00	5.00	3.9905	.59642
Work Environment	211	2.00	5.00	3.9751	.61113
Valid N (listwise)	211				

Based on table (36), it can be noticed that there are positive attitudes toward above variables because their means are above mean of the scale (3).

4.4 Reliability

The value of Cronbach's alpha coefficient of the instrument was calculated. It is found that alpha was 0.932 which is greater than 0.60. Thus, the instrument is reliable and its internal consistency is high (Sekaran, 2003).

5. Discussion

Current study aimed at examining influence of organizational change variables (management support, awareness, training and technology) on team performance and work environment. The study employed a quantitative approach in which a questionnaire was distributed on (211) managers within (52) industrial organizations. Results indicated a positive influence of organizational change on team performance and work environment.

It appeared from analysis that organizational change has a stronger influence on team performance especially in the field of training and support. The results supported the fact that team performance can be developed when there are a space for training and development to bridge the gap in the team's skills and qualifications when supported by the right plan of training leading to better performance and a better change management. Jain (2018) also supported the idea of training as a source to cope with change. He argued that many organizations depend on strategies of change management in order to be more effective and more able to cope with the change that is taking place in the organization and especially the training that employees go through is a way to prep them to be more welcoming and able to adapt to a changing environment especially with developments within the business field.

Technology was also seen to be influential on team performance as a variable of change management. The results indicated that technology can add to the team in terms of abilities and qualification, not to mention its role in developing how the team executes the work within the organization. These results matched what came along with Al-Shamlan and Al-Mudimigh (2011) when they argued that change management and having the ability to cope with change in an organization can ease the process of implementing new technologies and apparatus for the production phase. In addition to that, authors saw that having a well-built infrastructure can prep the environment to be able to digest new types of technologies which might appear through the process of developing and enhancement.

Du Toit (2014) was supportive of technology role within industrial scheme. He argued that generally speaking, the industrial sector is the most influenced sector by technology. This is considered to be a huge change especially that technologies are becoming more and more complicated for this sector which requires intense efforts to accept that change that these technologies can offer. On the same track, Sande et al. (2015) argued that organizational change that can come through implementing new technologies that are based on managerial support and awareness can be very helpful in giving a positive impact of this change, they added that not all change can be seen as a negative change, some changes can be so positive that it influences the performance not only of the team but of the whole organization.

Through the analysis, it also appeared that management support and awareness are influential in the field of change management within the organization as it paves the way for more resilient team and facilities which can be more able to accept change with minimum resistance. Cottyn et al. (2011) highlighted the role of management support in making the organization more welcoming to the change. They argued that accepting change can help the organization develop more solid environment that can increase the performance of individuals in accordance with their increased satisfaction of their work. They also added that the managerial support is the key motivator towards developing a team that is more reliable and able to reach the organizational goals.

As for the influence of organizational change on work environment; results also indicated that organizational change and managing it in a managerial way can help in developing the work environment leading to more coherent team performance. These results matched a study by Ebongkeng (2018) which also supported the fact that managing organizational change in a healthy approach an play a role in defining the level of performance that an organizational can pull, in addition to that, if this change was carried o in a suitable way there could be a chance for better team performance at the micro level and a better organizational performance at the higher level.

Nyaungwa et al, (2015) also supported the fact that managing organizational change ina good way can influence the organization on both level (performance and environment). Authors argued that when technologies enters the operational side of an organization is can help in opening the doors for more development, efficiency in performance and a wider space for strategies and plans to face the future. As the same time, authors noted that when the management is supportive enough for this change it can influence how individuals within the organization respond to the change and develop their performance.

Hentschel et al (2012) was also in favor of the managerial role in managing change. They argued that only the management can lead the change into a better influence on the organization if the management knew how to handle it and presented it to the individuals in the best way possible. Georgiades (2015) argued that management support is important in organizational change, it can help employees become more and more involved in a way that ease the process of transition for them and develop the way they look at change itself. From that point, Georgiades (2015) supports results of current study referring to change as a good developer for the work environment if the management new how involves the employee in a good way.

6. Conclusion and Recommendations

6.1 Conclusion

According to the results, the Jordanian industrial sector is one of the main sectors that influence the Jordanian GDP. However, this sector is becoming more and complicated with all technologies and apparatus that are interfering with the sector. According to Jordan economic growth plan 2018-2022; Jordan is becoming more dependent on complex technologies and equipment within its industrial sector as a part of becoming more efficient and cost effective. This is considered to be a huge change that managed to influence the performance of the team through giving them time to focus on strategies and plans which enables the organizations to grow and prosper. In addition to that, the managerial support is apparent within the Jordanian industrial sector through the management involvement in many aspects of organization. This can be read as a chance to be more effective in terms of leading and managing through training people to become more efficient and influencing.

Change can come in different shapes and attitudes. It can be a sort of a technological development, it can be a detour in the managerial approach, it may also appear as a set of training courses and developments that support employees or it can appear as a way of thinking that changes the culture of the environment. No matter how change appear, it is change, and it has to be a positive influence on the organizations in order for it to prosper and present the best it can through its performance and environment.

6.2 Recommendations

Based on results of study, and looking at the conclusion; current study recommended the following:

- Deepen the role of management within Jordanian industrial organizations in order to increase the level of employee involvement through the management and enhance their approach to handle change.

- Run seminars, workshops and courses within organizations in Jordan in order to deepen the employees' understanding of change management and how to handle it in the best way possible.

References

Aguinis, H., Joo, H., & Gottfredson, R. K. (2012). Performance management universals: Think globally and act locally. *Business Horizons*, *55*(4), 385-392. https://doi.org/10.1016/j.bushor.2012.03.004

Al-Shamlan, H. M., & Al-Mudimigh, A. S. (2011). The Chang management strategies and processes for successful ERP implementation: A case study of MADAR. *International Journal of Computer Science Issues (IJCSI)*, *8*(2), 399.

Bamford, D. R., & Forrester, P. L. (2003). Managing planned and emergent change within an operations management environment. *International Journal of Operations & Production Management*, *23*(5), 546-564. https://doi.org/10.1108/01443570310471857

Bremser, W. G., & Chung, Q. B. (2005).A framework for performance measurement in the e-business

environment. *Electronic Commerce Research and Applications*, *4*(4), 395-412. https://doi.org/10.1016/j.elerap.2005.07.001

Cottyn, J., Van Landeghem, H., Stockman, K., &Derammelaere, S. (2011). The role of change management in a manufacturing execution system. In *International Conference on Computers in Industrial Engineering (CIE) 41, Proceedings*(pp. 453-458).

Du Toit, D. (2014). *Engineering change management in a large steel manufacturing company* (Doctoral dissertation).

Ebongkeng, H. (2018). Organizational Change and Performance.

Ebongkeng, H. (2018). Organizational Change and Performance. Retrieved from https://www.theseus.fi/bitstream/handle/10024/142378/Helen%20Ebongkeng.pdf?sequence=1&isAllowed=y

Fok-Yew, O., & Ahmad, H. (2014). The effect of change management on operational excellence moderated by commitment to change: evidence from Malaysia. *International Journal of Innovation and Applied Studies*, *9*(2), 615.

Fok-Yew, O., Ahmad, H., & Baharin, S. (2013). Operational excellence and change management in Malaysia context. *Journal of Organizational Management Studies*, *1*. https://doi.org/10.5171/2013.957636

Georgiades, S. (2015). Employee engagement and organizational change. In Employee engagement in media management (pp. 9-37). Springer, Cham. https://doi.org/10.1007/978-3-319-16217-1_2

Grant, D., Michelson, G., Oswick, C., &Wailes, N. (2005). Guest editorial: discourse and organizational change. *Journal of Organizational Change Management*, *18*(1), 6-15. https://doi.org/10.1108/09534810510579814

Hentschel, S., Muehlheusser, G., & Sliwka, D. (2012). The impact of managerial change on performance: The role of team heterogeneity.

Jacobs, G., Van Witteloostuijn, A., &Christe-Zeyse, J. (2013). A theoretical framework of organizational change. *Journal of Organizational Change Management*, *26*(5), 772-792. https://doi.org/10.1108/JOCM-09-2012-0137

Jain, S (2018). Managing change in Manufacturing Industry. Retrieved from https://www.lntinfotech.com/wp-content/uploads/2018/04/Managing-Change-in-Manufacturing-Industry.pdf

Jansson, N. (2013). Organizational change as practice: A critical analysis. *Journal of Organizational Change Management*, *26*(6), 1003-1019. https://doi.org/10.1108/JOCM-09-2012-0152

Jarratt, T. A. W., Eckert, C. M., Caldwell, N. H., & Clarkson, P. J. (2011). Engineering change: an overview and perspective on the literature. *Research in engineering design*, *22*(2), 103-124. https://doi.org/10.1007/s00163-010-0097-y

Jordan Investment Commission. (2019). Retrieved from https://www.jic.gov.jo/wp-content/uploads/2018/07/Sector-Profile-Industry-Final-Mar-2018-JIC-1.pdf

Kanter, R. M. (2003). *Challenge of organizational change: How companies experience it and leaders guide it*. Simon and Schuster.

Levine, D. (2015). Workplace Change Management: An Overview. Available online: https://furniturespeak.com/furniturespeak.com/site/content/uploads/2015/12/Workplace-Change-Management_FNL_KimballOffice.pdf

McMahon, G. (2013). Performance Management: Chapter 7 in Human Resource Management. https://doi.org/10.1007/978-1-137-00938-8_7

Mellert, L. D., Scherbaum, C., Oliveira, J., & Wilke, B. (2015).Examining the relationship between organizational change and financial loss. *Journal of Organizational Change Management*, *28*(1), 59-71. https://doi.org/10.1108/JOCM-11-2013-0236

Moran, J. W., & Brightman, B. K. (2000).Leading organizational change. *Journal of workplace learning*, *12*(2), 66-74. https://doi.org/10.1108/13665620010316226

Nesterkin, D. A. (2013). Organizational change and psychological reactance. *Journal of Organizational Change Management*, *26*(3), 573-594. https://doi.org/10.1108/09534811311328588

Nyaungwa, C., Linganiso, X., & Karodia, A. M. (2015). Assessing the Impact of Change Management on the Performance of Zimra Region 1 in Zimbabwe. *Kuwait Chapter of Arabian Journal of Business and Management Review, 33*(2581), 1-29. https://doi.org/10.12816/0018969

Oswick, C., Grant, D., Michelson, G., & Wailes, N. (2005).Looking forwards: discursive directions in organizational change. *Journal of Organizational Change Management*, *18*(4), 383-390. https://doi.org/10.1108/09534810510607074

Qureshi, A., & Hassan, M. (2013). Impact of performance management on the organisational performance: An analytical investigation of the business model of McDonalds. *International Journal of Academic Research in Economics and Management Sciences*, *2*(5), 54. https://doi.org/10.6007/IJAREMS/v2-i5/299

Rajnoha, R., &Lesníková, P. (2016).Strategic performance management system and corporate sustainability concept-specific parametres in Slovak Enterprises. *Journal of Competitiveness.* https://doi.org/10.7441/joc.2016.03.07

Salem, H. (2003, July). Organizational performance management and measurement: the Lebanese experience. In *Economic and Social Commission for Western Asia at UNDESA Conference in Beirut, Lebanon in July*.

Sande, O. A., Walela, K. B., &Wamukoya, O. (2015). Change management and performance of public secondary schools in Siayasub county. *International Journal of Scientific & Technology Research, 4*(4), 162-174.

Sansoni, J. E. (2011). Questionnaire design and systematic literature reviews.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students* (5th ed.). Harlow, Pearson Education.

Wiersma, W., & Jurs, S. G. (2005). Research methods in education: An introduction. Boston, MA: Ally and Bacon.