THE EFFECT OF ORGANIZATIONAL COMMUNICATION TOWARDS RESISTANCE TO CHANGE: A CASE STUDY IN BANKING SECTOR

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ABSTRACT

Resistance to change is a significant factor that has a direct effect on change efforts. If the employees are well-informed about the organizational change process, and if their opinions are asked regarding the decisions to be taken in explanation of the change process, the employees would adopt the change process and it would help breaking their resistance to change. Accordingly, it is aimed in this study to analyze the influence of organizational communication on resistance to change. Recent studies may accept that effective organizational communication is one of the primary determinants of resistance to change. In line with the purpose of the study, data have been collected through questionnaire method from 406 state and private bank employees in Marmara Region (Turkey).The data obtained have been analyzed through exploratory factor analysis, correlation analysis and Mann-Whitney U difference test. Multiple regression analysis has also been made in order to explain the characteristics of the relations, which have been determined through correlation analysis. According to the results of the research, a positive, but insignificant relationship has been observed between goal setting and critical communication, which are the two sub-dimensions of resistance to change and organizational communication. It has been observed that a very insignificant part of the variability in employees' resistance to change levels has been explained through goal-setting and critical communication. In has also been observed that private bank employees resist more to change than state bank employees.

Keywords: *Organizational Communication, Change, Resistance, Banking Sector*

JEL: M 10

1. INTRODUCTION

Over the past few decades organizations have experienced significant change. Whether global environment changes, work force changes, technological changes a strongly competitive environment or an economic environment that is increasingly volatile, organizations have been forced to adapt to and, when possible, anticipate such change by reinventing themselves through organizational redesign, changing the organizational culture or using some other means (Self 2016, p. 1). Change in organizations is complex, continuous, iterative, uncertain (Lozano 2015, p. 207), necessary and inevitable. The quality movement, continuous improvement, action learning organizations, advanced technology, competition, new consumer media, new distribution methodologies, etc., all alter the landscape of the familiar (Maltz 2008, p. 2).

Change is one of the major issues in all organizations, and the ones that resist to change do not stand a chance to survive. Thus, the organizations need to go through change effectively. However, the employees resist to

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change for various reasons (economic, sociological, psychological and rational). Resistance to change obstructs effective and abundant use of organizational resources and leads to administrative failure. Therefore, the resistance of the employees to change should primarily be eliminated for administrative progress (Tunçer 2013, p. 373).

In business world, communication is necessary for conducting business in an efficient manner. Any business involves two types of communication: external communication that is directed to the actors in the business environment, and internal communication or organizational communication that is directed to employees (Spaho 2013, p. 103). Within this context, the concept of communication plays a significant role in organizations in this process of change. Bovey and Hede (2001), suggested that resistance is the most critical factor in poor and stagnating change processes in service business. If the managers want to prevent resistance in the process of change, they should give more weight to communication management (Kozak Akoğlan & Genç 2014, p. 83).

This study aims to bring forward the way effective communication in organizations influences the resistance of the employees to change. For this purpose, the related literature has been reviewed in the first part of this study, and then the methodology and findings have been presented.

2. THE NOTIONS OF ORGANIZATIONAL COMMUNICATION AND RESISTANCE TO CHANGE

2.1. Organizational Communication

Communication is the process of conveying feelings, thoughts, beliefs, attitudes and behaviors verbally, non-verbally or in writing

in order to influence other people's behaviors or to come to a certain conclusion. The interaction among people, organizations and institutions occurs by means of communication (Demirtaş 2010, p. 413). Within organizational context, communication is defined as exchange of information and opinions between the components of the organization (internal environment) and the external environment of the organization for implementing organizational goals and for carrying out daily activities within the organization (Tınaztepe 2012, p. 55). According to another definition; organizational communication can be broadly defined as communication with one another in the context of an organization (Rho 2009, p. 1).

Communication is one of the central components of every organization; therefore, it is clear why is the better understanding of communication efficacy the key to the overall organizational success (Turkalj & Fosić 2009, p. 34). Thus, communication is a process, which both directly and indirectly affect the performance of the organization (Karcıoğlu et al. 2009, p. 60). Communication has crucial impacts within or among workgroups in that organizational communication is a channel to flow information, resources, and even policies (Rho 2009, p. 1).

Weihrich and Koontz state that the function of communication in the organization is to connect the employees of that organization in order to reach mutual goals. Hence, the importance of communication in the organization is important because of (Turkalj & Fosić 2009, p. 34):
-the company's goal setting and their carrying out,
-the development of plans towards their realization,
-human and other resources management in the most successful and appropriate way,

-the choice, the progress and the performance evaluation of the organization members,
-the management, guiding, motivating and creating a climate in which people want to contribute,
-the control over realization.

The organizations keep changing and they are becoming more complex structures along with the ever-changing and rapidly emerging global trends. The contributors of these organizations, the employees, keep adapting themselves to ever-changing conditions and raising their expectations. Effective communication is the key factor that ensures harmony in the light of these changes between the organizations and the employees (Tanrıverdi et al. 2010, p. 102).

2.2. Resistance to Change

The concept of change, which is substituted for other concepts, such as innovation, reform, and progress, is a different, yet relevant concept (Güçlü & Şehitoğlu 2006, p. 241). According to Smith (2005), in the late 1940s the phenomenon of organizational resistance to change has become a distinct field of study. One of the most well documented findings from studies of individual and organizational behavior is that organizations' and members' resistance to change (Islam et al. 2010, p. 233).

Change, the process of moving to a new and different state of things is a constant for organizations in order to survive and stay competitive (Abdel-Ghany 2014, p. 297).

Change has become a central theme in the study of organizations. During the past decade, scores of articles have been dedicated to exploring the process and management of and an entire industry has emerged around the practice of change management. Although the interest in change among organizational scholars continues to rise, our understanding of the concept remains limited by several flawed assumptions relating to change and to the nature of organizations (Grubbs 2001, p. 376).

Thus, while change is the empirical analysis of the differences in the structure, quality or the status of an organizational entity that occur in the course of time (Çapraz 2009, p. 4); organizational change is the movement of an organization away from its present state and towards some desired future state to increase its effectiveness (Lunenburg 2010, p. 1).

As detailed in Table 2.1 and in the discussion that follows, there is great similarity from text to text in the description of causes of resistance to change and in strategies for overcoming it (Dent & Goldberg 1999, p. 27-28).

Table 2.1: Resistance to Change: Causes and Strategies

Authors	Kreitner (1992)	Griffin (1993)	Aldag & Stearns(1991)	Schermerhorn (1989)	Dubrin & Ireland (1993)
Causes of resistance					
Surprise	X				
Inertia	X				
Misunderstanding	X	X	X	X	
Emotional side effects	X	X	X	X	
Lack of trust	X	X	X	X	
Fear of failure	X				X
Personality conflicts	X	X	X X		
Poor training	X				
Threat to job status/security	X	X	X	X	X
Work group breakup	X	X	X	X	
Fear of poor outcome					X
Faults of change					X
Uncertainty		X	X	X	
Strategies for overcoming					
Education	X	X	X	X	
Participation	X	X	X	X	X
Facilitation	X	X	X	X	
Negotiation	X	X	X	X	X
Manipulation	X	X	X	X	X
Coercion	X	X	X	X	
Discussion					X
Financial benefits					X
Political support					X

Source: Dent & Goldberg 1999, p. 28

Some symptoms existing within an organization overtly reveal the need for a change. In the following cases, for example, the need for a change within the organization is evident. 1. Continuous reoccurrence of the same problems, 2. Failure to come to a conclusion, although various strategies have been implemented to solve the problem, 3. Poor employee motivation due to various reasons (Çolakoğlu 2005, p. 66-67). Hence, it is time to expand our understanding of resistance to change, including its sources and its potential contribution to effective change management (Ford et al. 2008, p. 362).

Employees' resistance to change within an organization may both be considered as positive or negative. The fact that resistance is perceived, in a sense, as feedbacks from the

party (a person or a group) that is subject to change, and that these feedbacks are used to correct any

potential mistakes is considered as the positive side of resistance. Some change agents may also be utilized to eliminate or mitigate resistance to change. These are: participation, explicit or implicit oppression, manipulation and cooptation, bargaining, communication and education. Almost everything on a personal and organizational level continuously change as to form and substance. Change is agonizing for reasons, such as breakdown of previous relationships, excessive stress, continuous self-perpetuation, and loss of prestige and interests. However, not every process of change should go through the same process. As long as change becomes a lifestyle, the grief will eventually diminish, and it will broaden the horizons of the employees and the organizations (Koçel 2011, p. 685-687). There are many discussions in the literature about resistance to change, focusing on how change requires the culture of the organization to change first, including changes in employees' values and beliefs and in the way they enact these values and beliefs (Yuh - Shy 2011, p. 1).

Change is perceived as uncertainty for the employees and meets little or much resistance. However, it is possible to use various methods to decrease or eliminate this resistance. The change approach selected to prevent resistance to change must provide clear-cut advantages to the employees. It must not be forgotten that the employees have their own period for change and their willingness and support for change is a little dependent on this (Okutan & Okutan 2013, p. 131).

2.3. Organizational Communication and Resistance to Change Relationship

Fundamental to the success of organizational change is the acceptance of the change by employees. Within this context, the work of Kubler-Ross (1973), who argued that all humans go through 5 stages of 'grief' (denial, anger, bargaining, depression and acceptance) when faced with a loss or change, has been seen as relevant and has been applied to the management of organizational change. Wiggins (2009) uses the model to help guide communication and support during the period of change, which she suggests should be tailored to the stage of change that the employees have reached. For example, after the news of change is delivered, employees need to be given information to tackle their denial. Once the information has sunk in and they experience anger, bargaining and depression they require various kinds of support. Once employees have begun accepting the situation they need a vision to put their commitment into (Barnard & Stoll 2010, p. 5).

Communication commonly exists in daily life at work. Managers and employees use communication to collaborate, exchange knowledge, information and get people motivated. Communication includes different aspects, such as: timing, communication approach, the content of the message, etc. It is crucial for managers to be aware of is that it is impossible to successfully implement change process without an effective communication. Barrett argues that "without credible communication, and a lot of it, the hearts and minds of the troops are never captured" (Yang 2014, p. 15).

Implementing planned change is almost always difficult; communication problems are

commonplace. Organizational leaders face the challenge of how to best communicate the changes affecting their stakeholders in such a way so as to encourage acceptance, minimize resistance, and enhance the implementation of the change (Messer 2006, p. 36).

Figure 2.1 depicts the change communication model derived from the literature review. It shows the impact of various variables on communication. The level of community spirit, trust, motivation, commitment, job security and participation must be satisfied and increased so that the employees may understand the idea behind the change and address the needs competently. This gives rise to the commitment to change which finally results in successful organizational change (Husain 2013, p. 47-48).
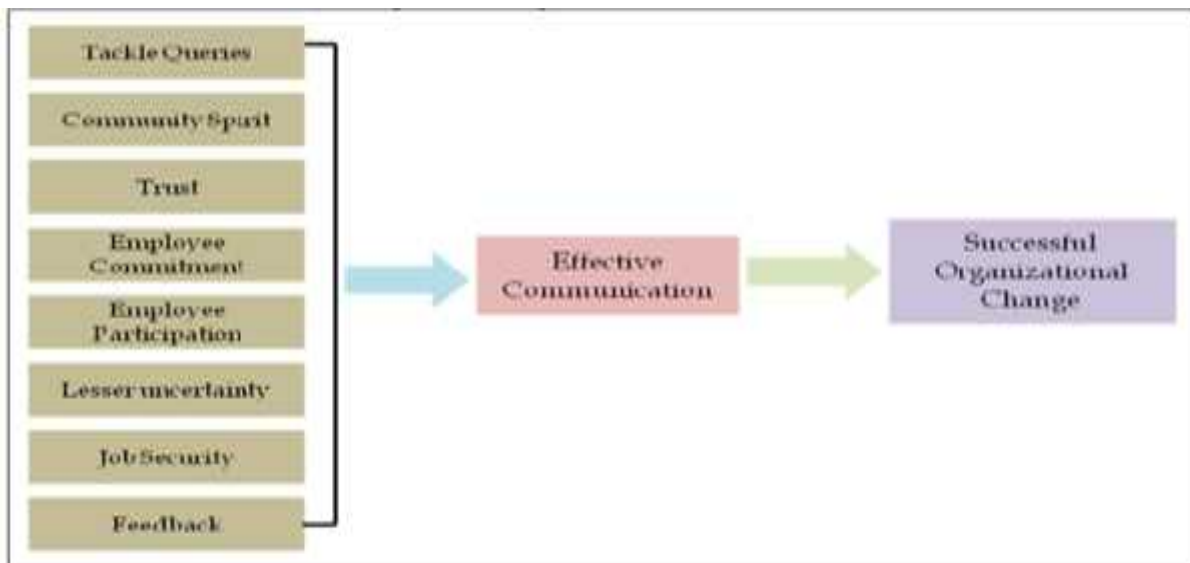

Figure 2.1. Change Communication Model
(Source: Husain 2013, p. 48)

As a result, communication is one of the most important organizational instruments to ensure cooperation, solidarity and harmony within an organization. If this instrument can be used effectively within the change management process, it will have significant contributions to carry out a successful change process. A proper communication should be established through dialogue in order to reveal the necessary subjects within the process of change (Tunçer 2013, p. 392).

The employees should believe the fact that change will have positive outcomes both for themselves and their organizations in order to eliminate resistance to organizational change and to make sure that they accept and adopt change. This belief grows stronger as the employees get more opportunities to have a voice in the decision-making and implementing processes, and the organizational change becomes more likely to have successful outcomes (Kerman & Öztop 2014, p. 17).

3. RESEARCH METHODOLOGY

3.1. The Purpose, Scope and Limitations of the Study

The purpose of this study is to examine the effect of organizational communication on resistance to change. This study has some thematic and practical limitations. The subject of the research is limited to examination of the effect of organizational communication on resistance to change. Due to time and cost limitations, the research is limited to cover the employees of state and private banks in Marmara Region. This research does not intend to generalize the results, and the results are limited to the banks within the scope of this study.

3.2. Research Model and Hypotheses

The research model assumes that organizational communication has an influence on resistance to change. The research hypotheses developed in line with the purpose and model of the research are as follows:

H_1: There is a statistically significant relationship between the goal setting and resistance to change.

H_2: There is a statistically significant relationship between the informing and resistance to change.

H_3: There is a statistically significant relationship between the critical communication and resistance to change.

H_4: There is a difference between the sub-dimensions of organizational communication scale and the types of banks the employees are working.

H_5: There is a difference between the resistance to change dimension and the types of banks the employees are working.
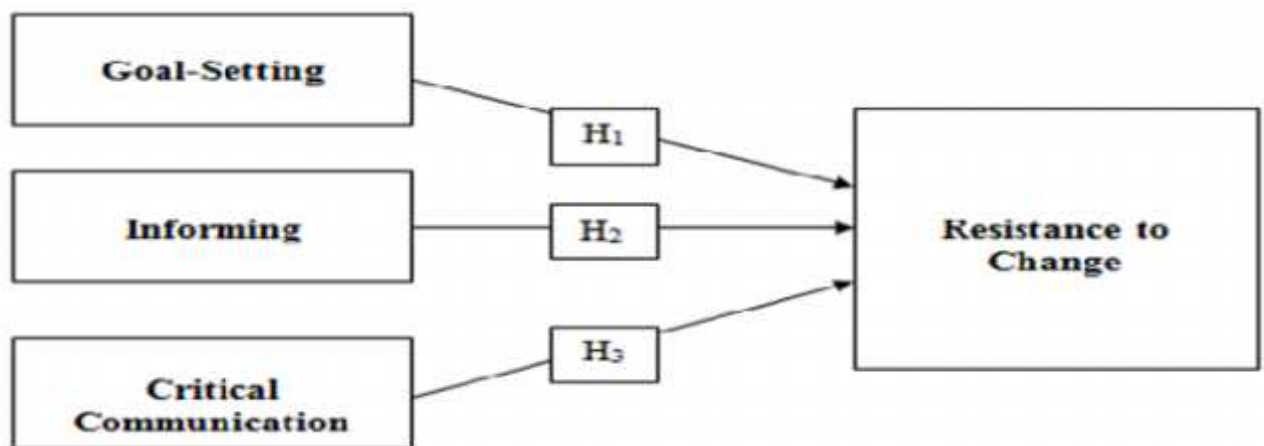

Figure 3.1. Research Model

3.3. Sample and Measures

The sample of the research is composed of public and private banks in Marmara Region of Turkey. The participants of the study consist of 406 bank employees. From the 450 questionnaires that have been sent out, 426 have been returned, representing a response rate of approximately 95%. After elimination of cases having incomplete data and outliers,

406 questionnaires (90%) have been accepted as valid and included in the evaluations. In this study questionnaire method is used for data collection. Convenience sampling method is preferred. Questionnaire form contains two measurements related to organizational communication, and resistance to change.

Organizational Communication Scale: Yüksel's (2005) scale has been used for measuring informing, goal setting and critical communication.

Resistance to Change Scale: The scale of Altındiş et al., (2011) has been used for measuring the resistance of the employees to change.

For answers to the statements of survey, a Likert-type metric, that is, expressions with five intervals has been used. Anchored such; "1- strongly disagree, 2- disagree, 3- uncertain, 4-agree, 5-strongly agree. Questionnaire also contains sixteen questions to determine demographic characteristics of the employees.

Table 3.1. Scales and the Number of Variables

Scales	The Number of Variables
(Organizational Communication) **Informing** **Goal-Setting** **Critical Communication**	6 5 5
Resistance to Change	20
Demographic	16

3.4. Statistical Analysis

SPSS for Windows 20.0 program is used to analyze the data obtained by the questionnaire. Factor analysis is used to test the variables related to organizational communication and resistance to change dimensions. Cronbach Alpha values determine the reliability levels of the scales that were computed. In order to test the hypotheses, the analysis of Pearson Correlation is used and multiple regression analysis is used to explain the relationships among the organizational communication and resistance to change.

4. RESEARCH FINDINGS

4.1. Demographical Findings

According to the obtained data, there were 164 males (40%) and 242 females (60%) surveyed, which amounted to 406 respondents. Majority of the respondents were between the age of 18 and 29 years (64%). The educational level of the respondents ranged from High School (9%), Associate Degree (37%), Bachelor's Degree (49%), and Post Graduate (5%). 84% of the employees have been working in this sector between 0-9 years and 13% of the employees have been working in this sector between 10-19 years. In addition, 49% of the employees have been working in public banks and 51% of them in private banks.

4.2. Factor Analyses and Reliability Analyses

Kaiser-Meyer-Olkin (KMO) test that is used for basic components analysis for the organizational communication variables showed that the size of the sample was sufficient (KMO value .84) for factor analysis. Barlett test conducted to determine whether the data for organizational communication

conformed to normal distribution or not produced a significant result (2130.929; p<0.000). Through factor analysis of the organizational communication variables and Varimax Rotationed Factor Loadings, three factors obtained with self-values greater than 1.00. These factors explain the 73.786% of the total variance. Table 4.1. shows the factors, factor loadings and the internal consistency coefficients calculated for each factor.

Table 4.1. Rotated Factor Loadings with Calculated Organizational Communication Measures

Factor 1: Goal-Setting (explained variance = 32.107%; Cronbach's Alpha =.89)	.865
11. My manager informs me about future plans related to my work group.	.864
10. My manager explains the reasons for the business calendar (program).	.811
12. My manager sets useful goals for me to achieve.	.770
9. My manager asks for my opinions about how to do the work.	
Factor 2: Informing (explained variance = 23.961% ; Cronbach's Alpha =.87)	
1. I can ask for explanations when I do not understand the instructions of my manager.	.905
2. My manager informs me about the reasons for changes regarding my job.	.772
3. My manager informs me about the rules and policies of the establishment.	.758
Factor 3: Critical communication (explained variance = 17.717%; Cronbach's Alpha =.66)	.875
	.830
14. My manager criticizes the way I do my job in front of others.	.520
22. My manager has a critical approach towards my personality.	
21. When I believe the instructions of my manager are wrong/misleading, I begin to interrogate.	

6 items, which were considered to have lower factor loadings at the end of the factor analysis, were excluded from the scope of the scale. The internal consistency coefficients (Cronbach Alpha values), which were obtained at the end of the reliability analysis performed for the remaining three factors, are .89 .87 and .66, respectively. The internal consistency coefficients of resistance to change is computed also .86. These results show that the scales used in this study have sufficient reliability for social sciences.

4.3. Findings on the Research Hypotheses

It is examined whether the answers given to organizational communication scale show a normal distribution, and whether the variances are homogeneous. According to the analysis, normal distribution and homogeneity of the variances hypotheses have been rejected (p<0.05). Thus, Mann-Whitney U test, which is generally used to determine the differences between two continuously-measured independent groups, is used to determine the sectors having differences (Kalaycı 2010, p. 99). Table 4.2.

shows the test of the differences of the sub-dimensions of organizational communication scale in accordance with the fact that whether the employee is working for a state or a private bank.

Table 4.2. Test of the Differences of the Sub-dimensions of Organizational Communication Scale in Accordance with the fact that Whether the Employee is Working for a State or a Private Bank

Sub-dimensions	Mean Rank		Type of Test Mann-Whitney U	p
	Public	Private		
Goal-Setting	185,97	220,19	17121,50	,003
Informing	196,32	210,34	19169,50	,229
Critical Communication	190,49	215,88	18016,50	,029

As it is seen in Table 4.2. since p<0.05, there is a difference between the statements of the employees regarding "Goal-Setting" and "Critical Communication" according to the fact that whether the employee is working for a state or a private bank. Thus, H_4 hypothesis has been accepted regarding "Goal-Setting" and "Critical Communication" sub-dimensions. There is no difference in the statement regarding "Informing", since p>0.05. ıt may also be concluded that there is no difference between state and private banks regarding informing the employees on their jobs or the rules and policies of the establishment. Mean ranks of state bank employees regarding "Goal-Setting" are very low (185.97) comparing to the mean ranks of the private bank employees (220.19). It may be concluded that "goal-setting" is more

prioritized by the private bank employees than the state bank employees. Mean ranks of state bank employees regarding "Critical Communication" are very low (190.49) comparing to the mean ranks of the private bank employees (215.88). Thus, it may be concluded that the private bank employees and managers are more critical and interrogative than the state bank employees regarding the subjects related to their jobs and organizations.

It is examined whether the answers given to resistance to change dimension show a normal distribution, and whether the variances are homogeneous. According to the analysis, it has been determined that the data did not show a normal distribution (p<0.05) and the variances were homogeneous (p>0.05). Since the data were not normally distributed, non-parametric tests have been applied, even though homogeneity assumption has been ensured (Altunışık et al. 2012, p. 168). Thus, Mann-Whitney U test has been applied in this study to determine where the difference occurred. Table 4.3. shows the test for the differences in resistance to change scale in accordance with the fact that whether the Employee is working for a State or a Private Bank.

As it is seen in Table 4.3., since p<0.05, there is a difference between the statements of the employees regarding "Resistance to change" dimension according to the fact that whether the employee is working for a state or a private bank. Thus, H_5 hypothesis has been accepted regarding "Resistance to Change" dimension. Mean ranks of state bank employees regarding "Resistance to Change" are very low (185.24) comparing to the mean ranks of the private bank employees (220.88). Thus, it may be concluded that the private

bank employees resist more to change than the state bank employees.

The findings, which have been obtained as a result of the Pearson Correlation Analysis carried out to determine the relationship between the goal setting, informing and critical communication dimensions of organizational communication and resistance to change, are given in Table 4.4.. Correlation analyses results indicate a positive and significant relationship among resistance to change and goal setting ($r=141$, $p<0.01$); also, a positive and significant relationship among resistance to change and critical communication

Table 4.3. Test for the Differences in Resistance to Change Dimension in accordance with the fact that whether the Employee is Working for a State or a Private Bank

Dimension	Mean Rank		Type of Test	p
	Public	Private	Mann-Whitney U	
Resistance to Change	185,24	220,88	16976,50	,002

Table 4.4. Correlation Matrix

Determinants	1	2	3	4
Resistance to Change	1.00			
	0.141**	1.00		
Goal- Setting	0.082		1.00	
Informing	0.344**			
Critical Communication	1.00			

**$p<0.001$

(r=344, p<0.01). These results support the hypotheses H_1 and H_3. According to the correlation analysis among resistance to change and informing of the employees, there is no significant relationship. Taking this result into account, the hypothesis H_2 is rejected.

Regression analysis was conducted to evaluate the relationship between the resistance to change and goal setting. According to regression analysis findings shown on Table 4.5.; 2% of the variance in resistance to change is explained by goal setting. The regression model, explaining the impact of goal setting on resistance to change, is valid (with F=8.229; p<0.01).

Table 4.5. The Regression Analysis for Resistance to Change

	R^2	F	β	t	p
Goal-Setting	,020 8.229		141	2,869	,004

**$p<0.01$

Table 4.6. indicates the results of the regression analysis, which is used to measure the critical communication on resistance to change. Model summary in Table 4.6. shows how much critical communication variables explain resistance to change. 11.8% of the variance in resistance to change is explained by critical communication. The regression

model, explaining the impact of critical communication on resistance to change, is valid (with F=54.075; p<0.01).

Table 4.6. The Regression Analysis for Resistance to Change

	R^2	F	β	t	p
Critical Communication	,118	54.075	344 7,354		,000

**p<0.01

5. DISCUSSION AND CONCLUSION

Within organizations, change is a process that is both constant and necessary, yet the idea of organizational change has been recognized as evoking fear and is not always embraced by the members of an organization (Baldomir & Hood 2016, p. 27). Resistance to change is more likely when the change process is seen as a complex and requires considerable adaptation. Individuals facing such change need to let go of their old habits and work patterns and adopts new ones (Radzi & Othman 2016, p. 73). However, if the management fails to interfere at the right time, the resistance of the employees will increase and lead to negative outcomes. This resistance will eventually have a negative influence first on internal, and then external communication (Bulut & Arbak 2012, p. 10).

Gürses ve Helvacı's (2011) findings in their study "The Reasons for Teachers' Resistance to Change in Schools" indicate that elementary school teachers show resistance to change in "mild" level and this resistance is the result of lack of information regarding change process, and their reluctance to take new charges and responsibilities. It has also been concluded that the resistances resulting from the school's lack of capacity are "high", and that the resistances resulting from the fear of getting harmed by the change and from the fact that the school managers cannot handle change are "low".

The results of other studies on different sectors in literature also supports this study conducted in banking sector. It is also observed that the employees in different sectors resist to change due to some reasons, such as lack of communication, insecurity and fear of change.

The purpose of this study is to examine the effect of organizational communication on resistance to change. For this purpose, the literature is reviewed and the hypotheses are developed. The significant findings were found on the relation among resistance to change, goal setting and critical communication. Therefore, hypotheses H_1 and H_3 are accepted. This research, however has certain limitations. This research is based on the banks in Marmara Region in Turkey, therefore, we cannot make any generalizations. Any other research may result in different findings. In this research, no direct effect of informing on resistance to change is observed.

The following statements are related to goal setting, which is one of the sub-dimensions of organizational communication: "My manager informs me about future plans related to my work group", "My manager explains the reasons for the business calendar (program)", "My manager sets useful goals for me to achieve", "My manager asks for my opinions about how to do the work". Mean rank of

"goal-setting" dimension in state banks is relatively low comparing to that

of private banks. In this case, informing the employees regarding their future plans and goals is more prioritized in private banks than in state banks.

The following statements are related to critical communication, which is one of the sub-dimensions of organizational communication: "My manager criticizes the way I do my job in front of others", "My manager has a critical approach towards my personality", "When I believe the instructions of my manager are wrong/misleading, I begin to interrogate". Mean rank of "critical communication" dimension in state banks is relatively low comparing to that of private banks. Thus, it may be concluded that the are changes in work plans", "I feel uncomfortable when I think about getting used to new rules", "I never change my work flow plans once I prepare them", "My opinions never change in time, on the contrary, they are pretty consistent". The fact that the employees in public sector are not afraid of losing their jobs or accommodating themselves to changes may result in less resistance to change.

Both practitioners and scientists agree that organizational change communication is the most effective strategy to improve employee adjustment to change, little is known about how change communication enhances more proactive employee reactions to change (Petrou et al. 2016, p. 1). The employees should be ready for change before any changes occur in the organization. This idea should be insinuated in time by empathizing with the employees, by reassuring and informing them, and by laying emphasis on life-long learning and on the fact that change is a part of everyday life. In short, effective communication with the employees will eliminate their prejudices against change and significantly reduce their resistance to change.

private bank employees and managers are more critical and interrogative than the state bank employees regarding the subjects related to their jobs and organizations. Although personal or professional criticism of the employees is more common in private banks, it may also be concluded that the employees have more power to interrogate and express the incorrect practices than the state bank employees.

The fact that the mean rank of the following statements are higher in private bank employees than the state bank employees may be interpreted as the private bank employees resist to change more than state bank employees: "I feel insecure about the process of change", "the changes in my work place would bother me", "I feel stressed when there Future researches can be conducted with different and larger samples. Additionally, it is possible to compare different sectors. This can be accepted as a limitation for our study. On the other hand, we believe that our findings may contribute to the management literature and future studies. In this context, the effect of organizational communication towards organizational learning can be examined the same or different sectors.

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