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The Effect of Organizational Tensions, Merge Policy and Knowledge Sharing on Managing Organizational Change: The Context of Abu Dhabi National Oil Organizations

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Abstract: The increasing globalization accompanied by rising competitiveness and speed of business activities, coupled with the increasing complexity of the internal processes of organizations, these have led to the increasing prominence of paradoxical situations in contemporary organizations. In addition to the global economic crisis, firms need to adapt to these changes and revive and sustain through managing organizational change. Therefore, the current study purpose is to test the impact of organizational tension, merger policy and knowledge sharing on managing organizational change in ADNOC. Evaluation of the proposed model was done through questionnaire survey data collected both online and paper-based. A total of 214 employees are randomly selected from Abu Dhabi Marine Operating Co (ADMA-OPCO) whilst a total of 94 employees are randomly selected from Zakum Development Co., (ZADCO), (n = 308). This study employed Structural Equation Modeling-Variance Based (SEM-VB) via. SMART PLS 3.0 Software was utilized to determine the importance levels of associations and interactions between the factors tested. The proposed model evidenced by the goodness of fit of the model to the data, organizational tensions, merge policy and knowledge sharing explained 56% of the variance in managing organizational change. The findings of the multivariate analysis revealed that organizational change and merger policy has the most effect on managing organizational change. The results of the current study might give further insights into managing organizational change strategies. Theoretical and practical implications are also provided.

Key words: Organizational tensions, merge policy, knowledge sharing, managing organizational change, Abu Dhabi, implications

INTRODUCTION

It is important to emphasize that organizational change is constant and never-ending. Ultimately, failure to change or ineffective implementation of change can result in extremely negative consequences (Jacobs *et al*., 2013). The collapse of market positioning as the case of Nokia, the downing of company image and market credibility as the case of Kodak are some of the main results of failed change implementations. Efforts towards planned organizational change have therefore found its place as a key aspect of the larger operational and managerial strategies of any organization (Lewis, 2000).

The area of organizational change has generated keen interest to researchers in the past. Jacobs *et al*.(2013) argued that even though change events are announced almost on a daily basis, very little success is experienced in achieving the purpose of the change. The question remains whether this gap is related to the ineffectiveness of traditional models of change or such models are not (effectively) implemented. Brakman *et al*. (2013), Dikova *et al*. (2010), Muehlfeld *et al*. (2012), Smith *et al*. (1995) and Stanleigh (2008) among many others have argued in this direction that even in contemporary advanced times over 70% of mergers fail to achieve set merger objectives. It is critical that the meaning ascribed to organizational change can better be understood through a thorough examination of how organizational members enact opposing tendencies in daily discourse (Apker, 2001; Luscher *et al*., 2006).

Lewis and Dehler (2000) stressed that increase and intensity of change events are forcing managers to generate more from even less amount of resources, create individualistic teams and expand globally but implement strategies in tune with local conditions. Ultimately, there are increasingly complex and varied perspectives from which the theory of organization paradox must be resolved as there are increased calls for evidence and research in this area (Smith and Lewis, 2011; Stoltzfus *et al*., 2011). Addressing change is not a matter of a simple decision but a mixture of multiple conflicting decisions, an example is achieving "organizational growth through downsizing".

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A deviation from traditional simplistic models is clearly necessary and the adoption of more complex paradox-based models critical has become critical to the success of change processes. It is critical that contemporary conceptualization of change processes divert from the oversimplified and over-rationalized approach used for traditional theories as argued by Lewis and Dehler (2000). The adoption of paradox-based approaches will help capture the real context of contemporary organizations by maintaining systems of control and flexibility, encouraging cooperative action whereas instigating political conflicts and most importantly ensuring a high level of organizational stability whilst maintaining continuous change (Bouchikhi, 1998; Lewis and Dehler, 2000). Understanding in this area is vital to challenge not just management practitioners but people of academic interest to experience success and become increasingly comfortable with the ambiguity, complexity and tension that arise in an organization's timeline.

The heart of the research problem is that a high level of failure accompanies organizational change, however, a complexity and paradoxical approach to change has been neglected. Closing this research gap by viewing change management through the lenses of complexity theory with the help of empirical evidence can help resolve the challenge of managing organizational change processes and its associated effects. The prospective merger of Abu Dhabi Marine Operating Company (ADMA-OPCO) and Zakum Development Company (ZADCO) into a new company is taken into perspective in an attempt to close this research gap. The present investigation focuses on the Abu Dhabi National Oil Company (ADNOC) and the following research objectives are attempted to be achieved: to examine the effect of theorganizational changeon managing organizational change. To examine the effect of merger policy on managing organizational change. To examine the effect of knowledge sharing on managing organizational change.

Literature review

Managing Organizational Change (MOC): The concept of organizational change has gained much attention in thepertinent literature, adopting a variety of perspective towards theoretical modeling (Stanleigh, 2008). A consensus, however, exists that the concept is extremely complex and can be discussed from complementary or opposing perspectives whereas maintaining an equal level of relevance (Jacobs *et al*., 2013). Observed from the perspective of disciplines, popular disciplines in the area of organizational change include social psychology, sociology and economics (Jacobs *et al*., 2013). With regards to practice, organization change research has typically focused on organization behavior (Oreg *et al*., 2011) as well as organizational strategies as done by Schwarz and Huber (2008).

The change agenda presented were recommended in the context of public sector organizations (Fernandez and Rainey, 2006). Many of the factors mentioned may, however, be equally applicable to the case of private sector organizations. In a preliminary investigation conducted by Mason (2008) to arrive at key organizations which were later selected and used for the establishment of empirical evidence, Mason (2008), after administering a set of questionnaires to stockbrokers on the level of turbulence cases by industries, revealed that a positive association exist between turbulence and the nature of business activity. Greed with the disciplines perspective to organizational change based on the counter argument that it considers the organizational change from a rather narrow perspective exclusive to the individuals and internal aspects of the organization as constituents of change (Herscovitch and Meyer, 2002; Jacobs *et al*., 2008). Criticisms have also followed that change narrowly focuses on the effectiveness and performance of the organization as observed by Barney (1991), Donaldson (2001) and North (1990). Conceptualizing organizational change processes has therefore not entirely been easy as one is torn between focusing on change recipients and their perceptions as conducted in the area of psychological research (Oreg *et al*., 2011). Others are tempted to adopt a holistic view of the organization and its response to change processes.

Organizations where there is minimum complexity and minimum turbulence, change occurs according to the findings of Mason (2008). In the world today, organizations do not have a choice to not change. Factors within the macro environment such as the political, economic, social, cultural, technological, ecological and legal environment instigate change in the business organization at some point in time. At the micro level, factors that lead to change include competitor actions, supplier's decisions and customer related elements. At the company level, concern for employees, management, shareholders and other parties internal to the form can initiate change.

According to Weick (1995), Edmonds (2011) and Stanleigh (2008) in reality, change cannot be completely managed, even that emanating from within the organization. A direct association, however, exists in the form of correlation between the level of preparedness to change and the tendency to experience success in event of achange (Edmonds, 2011). Simply put, getting ready for

change, increases the chances of experiencing success in event of achange. This may be applied to the present study in thecontext of the anticipated merger between Abu Dhabi Marine Operating Co., (ADMA-OPCO) and Zakum Development Co., (ZADCO) in ADNOC.

Organizational Tensions (OT): Smith and Lewis (2011) conceptualized in similar dimension as Jacobs *et al.*(2013) that the dynamic model of paradox exists in three main areas of paradoxical tensions, responses to these tensions and outcomes or impact on management strategies in thearea of sustainability. These approach to complexity is used in areas where the social phenomena are rather difficult to understand and exhibits itself in a complex state of affairs and events. As the starting point of the paradoxical tensions may be in two main areas of latent and salient tensions where latent tensions transform into salient tensions. Ultimately, this point represents Jacobs *et al.* (2013) starting point of change.

Considered as triggers of change, Jacobs *et al.* (2013) mention that these are the main import component of the unified change model. Jacobs *et al.* (2013) and many others in literature including Lawrence and Lorsch (1967) and Parker and Witteloostuijn (2010) had argued that at this stage, there must be a fit between the internal features of the organization with the external environment is critical at the starting point of change of performance will be enhanced. Smith and Lewis (2011) argue in asimilar direction that paradoxical tensions could be inherent or external, that is existing within the system or socially constructed. Smith and Lewis (2011) therefore, acknowledge both internal and external tensions as opposing, yet, interrelated set of dualities that are inherent in the process of managing an organization.

It is inevitable that defining what change a trigger is in what Jacobs *et al.* (2013) refer to as through the gaining of deep insight into the environment of the future to which the organization needs to adapt would result in what change trigger is not. Ultimately, external antecedents of change can easily be defined by relating to the external opportunities and threats of the organization. Similarly, internal antecedents of change can be defined by relating to the internal turbulence and organizational tensions in ADNOC. This study focuses on organizational tensions in event of themerger, this area is triggered to cause discomfort or the need for organizational change. Consequently, the following hypothesis is proposed:

- H_1: organizational tension significantly has a positive impact onmanaging organizational change

Merge Policy (MP): With globalization and technical development on the rise, the concept of Merger & Acquisitions (M&A's) as a strategy for multinational companies have become more popular (Child *et al.*, 2001; Hitt *et al.*, 2001a, b). Most merger and acquisitions occur within two firms of the same country but between 1999 and 2000 and over 40% of M&As were reported to have taken place between two different countries (Hitt *et al.*, 2001a, b; Ali *et al.*, 2017). Hitt (2000) and Hitt *et al.* (1998a, b) and Michael *et al.* report that these cross-border merger and acquisition occur as a result of the globalization of businesses. The dangers of cross-border mergers have been highlighted by Child *et al.* (2001). Such areas are flooded with failure and dissatisfaction. A study conducted by the Hay Group in 2007 indicated that 9% of the 200 major European M&As carried out were "completely successful" in meeting their set targets. This means remaining 91% failed or were not successful in achieving merger objectives.

Studies have shown that the cultural differences have a negative impact on the performance and success of M&A (Datta and Puia, 1995; Olie, 1994; Uhlenbruck, 2004). However, Ahammad and Glaister (2011a, b), Reus and Lamont (2009), Sarala (2010), Slangen (2006) and Weber *et al.* (2011) argued that cross-cultural differences have both positive and negative impact on post-merger performance. On the contrary, studies have shown that cultural differences on "post-merger" integration are essential to the success of M&A (Brannen and Peterson, 2009; Chakrabarti *et al.*, 2009; Graebner, 2004). Angwin (2001) argue that assertions in this direction are only supported theoretically and that in practice, cross-border mergers are a major challenge.

Mergers may occur in the public or private sector or a mixture of businesses from these two areas. Regardless, the motives of mergers may fall into one or more of the areas of personal, economic, market or strategic (Haspeslagh and Jemison, 1991; Lee *et al.*, 2009; Marks *et al.*, 2001). In the public domain Moeller and Brady (2008) argue that main drivers have been the need to implement the new public administration, institutional economic and political motives. Other merger attempts have been directed at the need for synergies and economies of scale whilst alleviating redundancies. A major difference in private and public-sector mergers is the role of external forces or ownership. In the case of public corporations, entities may merge based on a change in legislation. Such processes occur over long periods and usually involves a gradual change process. Private sector mergers are more swift and sudden.

The model used for empirical assessment of change management in ADNOC must do with the transformation

of tensions into merge policy and the change management function. Johnson *et al.* (2005) and Smith and Lewis (2011) argue that the approach to resolving tensions can result in a virtuous (good) or vicious (bad) cycle managing tensions is therefore, a critical role of company policies. Even though policies are adopted in many aspects or areas of the organization, the unique role of merge policies is observed in the present study. Smith and Lewis (2011) argue that change management, the organization or employee can adapt in their own way that makes himunderstand and link the past with the future in a mindless commitment to change.

Change management strategies must be in the areas of acceptance and not defensiveness. According to Beech *et al.* (2004) acceptance involves the ability of the individual or the organization to see change as an opportunity to be creative and gain competitive advantage. Luscher and Lewis (2008) argues that making manager treat tensions as paradoxical situations enhance sensemaking. Managers here know that either end of the situation would not render a full achievement of desired outcomes, a paradoxical thinking is vital to come to a consensus or midpoint between any set of options. Consequently, the following hypothesis is proposed:

- H_2: merge policy significantly has a positive impact onmanaging organizational change

Knowledge Sharing (KS): One other area that is critical to the present discussion is the role of knowledge sharing as a key trigger of organizational change, this is covered by Johnson *et al.* (2008) and Chiles *et al.*, (2004) where interactions between organizational collectives can as well trigger change within an entire industry or region. Others such as March (1991) and Levinthal and March (1993) have added that organizations must choose either a stance that promotes the search and use of new knowledge (exploration) or the exploitation of existing knowledge to set a new pace for the business. This argument is similar to the social-psychology theory for polarization. Proponents of such studies include the Merton (1939) and Argyris and Schon (1978). Ultimately, social-psychology theory argues that defensive systems make single loop learning to instill efficiency whereas a double loop learning helps instill flexibility in order to arrive at new tasks and goals.

Knowledge sharing is the key in this area and is particularly considered in the main conceptual framework of the present study. The advent of information communication technology has made this more of a reality than ever before. Organizations are turning into knowledge-intensive institutions through adaptive and generative learning orientations. Sharing such vital information with other organizations are critical to organizational success (Davenport, 1997). Organizations which are not privy to vital information moving among organizational collectives have witnessed inefficiency and ineffectiveness (Slater and Narver, 1995; Haddad *et al.*, 2018). Knowledge sharing no doubt generate competitive capabilities, shaping barriers and enablers at the organizational level. Knowledge sharing has been the key driver of what is termed industry best practices and is essential to organizational change. Consequently, the following hypothesis is proposed:

- H_3: knowledge sharing significantly has a positive impact onmanaging organizational change

MATERIALS AND METHODS

Overview of the proposed research model: Based on the literature discussed above this study proposed the below model which contains organizational tensions, merge policy and knowledge sharing as an independent variables (Brannen and Peterson, 2009; Chakrabarti *et al.*, 2009; Jacobs *et al.*, 2013; Menkhoff, 2005; Smith and Lewis, 2011) and managing organizational change as the dependant variable (Jacobs *et al.*, 2008; Muehlfeld *et al.*, 2012) (Fig. 1).

Development of instrument: A24-item questionnaire was developed for this study and in line with existing literature in the managing organizational change, a multi-item Likert scale was applied (Lee *et al.*, 2009). Variables were measured using a Likert Scale which recommended in the previous studies with 5 being 'Strongly Agree' and 1 being 'Strongly Disagree' (Isaac *et al.*, 2017a-e; Alrajawy *et al.*, 2017). Because respondents were Arabic-speakers, it was vital that the questionnaire be precisely translated from English to Arabic. Therefore, a

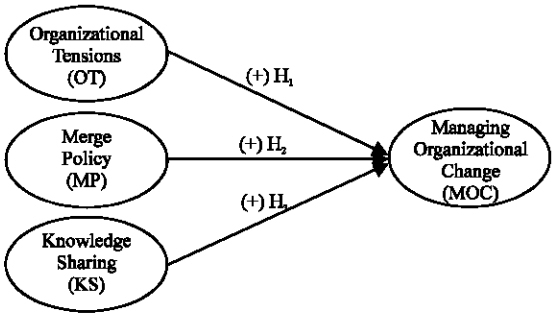

Fig. 1: The proposed model; (+) represent a positive relationship between the variables

Table 1: Instrument for varibles

Varibles/Measure	Sources
Organizational Tensions (OT)	
OT1: Financial Resources are a major area of disturbance in these times of merger in ADNOC	Barney (1991), Smith and Lewis (2011) Woodcock and Beamish (2003)
OT2: Operational efficiency in ADNOC is difficult to maintain in these times of merger	
OT3: There is a lack of willingness to engage in the cooperation processes of the merger	
OT4: Even upon the merger, the various business units in ADNOC take solo decision in event of challenge	
OT5: ADNOC management and employees worry about future events after the merger	
OT6: Mental tiredness and some opposition in the company has been spotted because of the merge	
Merge Policy (MP)	
MP1: Policies are installed in ADNOC to restrict price after a merger	Motta, Norback and Persson (2007), Seldeslachts *et al.* (2009)
MP2: Clear detailed policy and instructions to control mergers are installed in ADNOC	
MP3: Social discriminatory policies pay attention to the aftermath of mergers	
MP4: Antitrust policy covers events following mergers and acquisition	
MP5: Production restriction policies in ADNOC consider production benchmarks	
MP6: Employee benefits policy is implemented following mergers in ADNOC	
Knowledge Sharing (KS)	
KS1: There is a high level of knowledge and ideas sharing within ADNOC	Bock and Kim (2002); Jacobs *et al.* (2013), Menkhoff (2005), Slater and Narver (1995)
KS2: There is routine sharing of ideas and best practices in ADNOC	
KS3: ADNOC has a clear knowledge sharing culture	
KS4: Knowledge is shared in ADNOC in order to achieve set goals	
KS5: ADNOC shares knowledge and ideas with other companies in the oil and gas sector	
KS6: ADNOC shares knowledge and ideas with other companies in other sectors aside from the oil and gas	
Managing Organizational Change (MOC)	
MOC1: Whilst, we try to maintain calmness in this merger, we keep an eye out for chaos	Jacobs *et al.* (2013), Smith and Lewis (2011)
MOC2: Restructuring of resources and altering of structures is particularly important in this event of merger	
MOC3: We know challenges will always come so we persist in order to overcome them	
MOC4: We are able to achieve a high level of team effectiveness in ADNOC	
MOC5: ADNOC Performance is very high compared with how other companies in the same industry are doing	
MOC6: ADNOC position in the industry is admirable and of comparably high standard in this industry	

back translation was performed, a procedure extensively applied to test the precision of the translation in a cross-cultural survey (Brislin, 1970). Validated instruments were adapted from related previous studies to measure the variables of this study as shown in Table 1. With regard to item count for every construct, this study followed the directions of Hayduk and Littvay (2012) who suggested using the few best items and that many items are rarely warranted because additional redundant items provide less research benefit.

Data collection: An online and paper-based data collection approaches were used to administer the survey to the participants of the study. A letter of approval to interview employees was requested from the head office of ADNOC for both companies of Abu Dhabi Marine Operating Co., (ADMA-OPCO) and Zakum Development Co (ZADCO). This letter accompanied the emails sent to participants during the survey. Obtaining approval from the onset helped increase response rate and participation. The letters were used for both the online and offline data collection exercises.

Online data collection exercise: With the online data collection, follow-ups were conducted on a weekly basis to increase the response rate of participants as Silverman (2007) recommends. The use of Survey Monkey Online Data Collection Platform for data collection is in line with the UAE regulations on data confidentiality and anonymity. The information sheet and informed consent form were placed on the first page of the online survey in order to obtain instant feedback before the participant is allowed to participate. In the event where the participant does not wish to participate, the survey comes to an end and he or she is not allowed to proceed.

Paper-based data collection exercise: With regards to the paper-based data collection exercise, the researcher visited the premises of ADMA-OPCO) and Zakum Development Co., (ZADCO) in the Abu Dhabi and other offices of ADNOC in the UAE in order to personally administer the data collection instrument to randomly selected participants. The paper-based instrument also abided by the UAE regulations on data confidentiality and anonymity. This was also accompanied by an information sheet and informed consent form in order to obtain explicit consent for participation.

RESULTS AND DISCUSSION

Data analysis and results: Partial Least Squares (PLS) Structural Equation Modeling-Variance Based (SEM-VB) was utilized to examine the research model in this research by using the SmartPLS 3.0 Software (Ringle *et al*., 2015). A two-stage analytical method (Anderson and Gerbing, 1988; Hair *et al*., 2017) comprising, measurement model assessment (validity and reliability) and structural model assessment (testing the hypothesized relationships) was

Table 2: Mean, standard deviation, loading, Cronbach's alpha, CR and AVE

Constructs/Items	Indicators	Loading (>0.5)	M	SD	α (>0.7)	CR (>0.7)	AVE (>0.5)
Organizational Tensions (OT)							
OT1	Financial resources	0.855	3.931	0.738	0.856	0.893	0.585
OT2	Operational efficiency	0.815					
OT3	Cultural processes	0.802					
OT4	Contextual factors	0.631					
OT5	Emotional evenness	0.762					
OT6	Mental tiredness	0.700					
Merge Policy (MP)							
MP1	Price restrictive policy	0.782	3.982	0.665	0.820	0.869	0.526
MP2	Merger control policy	0.724					
MP3	Social discriminatory policy	0.724					
MP4	Antitrust policy	0.708					
MP5	Production restriction policy	0.621					
MP6	Post-merger employee benefits policy	0.782					
Knowledge Sharing (KS)							
KS1	Knowledge sharing within organization	0.760	3.959	0.674	0.860	0.894	0.584
KS2	Routine sharing of ideas and best practices	0.792					
KS3	Knowledge sharing culture	0.728					
KS4	Goal-oriented knowledge sharing	0.782					
KS5	Knowledge sharing with other firms	0.696					
KS6	Knowledge sharing across industries	0.823					
Managing Organizational Change (MOC)							
MOC1	Maintaining both calm and chaos	0.826	3.897	0.700	0.842	0.884	0.564
MOC2	Restructuring of resources	0.767					
MOC3	Persistence in the face of challenges	0.839					
MOC4	Team effectiveness	0.700					
MOC5	Organizational performance	0.534					
MOC6	Organizational positioning	0.798					

M = Mean; SD = Standard Deviation, α = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted; The measurement used is 7-point scale ranging from 1 (stronglydisagree) to 5 (stronglyagree); All the factor loadings of the individual items are statistically significant ($p<0.01$) OT: Organizational Tensions; MP: Merge Policy; KS: Knowledge Sharing; MOC: Managing Organizational Change

used after conducting the descriptive analysis. This two-stage analytical method consisting of a measurement model and a structural model assessment is superior to a one-step assessment (Schumacker and Lomax, 2004; Hair *et al*., 2010). While the measurement model explains the measurement of each construct, the structural model defines the relationship between the variables in the structural model (Hair *et al*., 2017). The use of PLS technique for both the measurement and the structural model in this research is due to its ability to perform simultaneous analysis, resulting in more precise assessments (Barclay *et al*., 1995). The main reasons for choosing SEM as a statistical method for this study is that SEM offers a simultaneous analysis which leads to more accurate estimates (Isaac *et al*., 2017a-c; Isaac *et al*., 2016a-e).

Descriptive analysis: Table 2 presents the mean and standard deviation of each variable in the current study. The respondents were asked to indicate their opinion in relation to their online learning usage based on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Organizational tensions recorded mean score of 3.931 out of 5.0 with a standard deviation of 0.738, indicating that the respondents agreed that financial resources are a major area of disturbance in these times of merger in ADNOC, operational efficiency in ADNOC is difficult to maintain in these times of merger, there is a lack of willingness to engage in the cooperation processes of the merger and mental tiredness and some opposition in the company has been spotted because of the merge. Merge policy recorded mean score of 3.982 out of 5.0 with a standard deviation of 0.665, indicating that the respondents agreed that policies are installed in ADNOC to restrict price after a merger, clear detailed policy and instructions to control mergers are installed in ADNOC, social discriminatory policies pay attention to the after math of mergers, production restriction policies in ADNOC consider production benchmarks and employee benefits policy is implemented following mergers in ADNOC. Knowledge sharing recorded mean score of 3.959 out of 5.0 with a standard deviation of 0.674, indicating that the respondents agreed that there is a high level of knowledge sharing within ADNOC, there is routine sharing of ideas and best practices in ADNOC, ADNOC has a clear knowledge sharing culture and ADNOC shares knowledge with other companies in the oil and gas sector. Managing organizational change recorded mean score of 3.897 out of 5.0 with a standard deviation of 0.700, indicating that the respondents agreed that restructuring of resources and altering of structures is particularly important in this event of merger,

employees know challenges will always come, so, employees persist in order to overcome them, ADNOC performance is very high compared with how other companies in the same industry are doing and ADNOC position in the industry is admirable and of comparably high standard in this industry.

Measurement model assessment: Construct reliability and validity (consisting of convergent and discriminant validity) were utilized to test the measurement model. The individual Cronbach's alpha coefficients were examined to ascertain the reliability of each core variable in the measurement model (construct reliability). The values of all the individual Cronbach's alpha coefficients in this study were between 0.820 and 0.860 which exceeded the suggested value of 0.7 (Kannan and Tan, 2005). Furthermore, for testing construct reliability, the values of all the Composite Reliability (CR) were between 0.869 and 0.894 which exceeded 0.7 (Werts *et al*., 1974; Kline, 2010; Gefen *et al*., 2000). Therefore, as illustrated in Table 2, construct reliability has been satisfied as Cronbach's alpha and CR were relatively error-free for all the constructs.

Assessment of indicator reliability was done by using factor loadings. When the associated indicators have much in common, this is captured in the construct and indicated by high loadings on the construct. According to Hair *et al*. (2010), values exceeding 0.50 indicate significant factor loadings. Table 2 shows that all items in this study had factor loadings higher than the recommended value of 0.5. All other items in the model satisfied all the loading requirements.

Average Variance Extracted (AVE) was used in this study to assess convergent validity which shows the degree that a measure correlates positively with alternative measures of the same construct. The values of all AVE were between 0.526 and 0.585 which exceeded the recommended value of 0.50 (Hair *et al*., 2010). Therefore, all constructs have fulfilled the convergent validity satisfactorily as illustrated in Table 2.

The extent that items differentiate among constructs or measure distinct concepts is shown by discriminant validity. Cross-loadings, Fornell-Larcker and Heterotrait-Monotrait ratio (HTMT) were used to assess the discriminant validity of the measurement model. Usually, cross-loadings are used as the first step in testing discriminant validity of the indicators. In this study, the indicator's outer loadings on a construct exceeded all its cross-loadings with other constructs and hence, the cross loading criterion had satisfied the requirements (Table 3).

Table 3: Results of discriminant validity by thecross loading

Items	OT	MP	KS	MOC
OT1	**0.855**	0.563	0.411	0.581
OT2	**0.815**	0.511	0.379	0.563
OT3	**0.802**	0.542	0.387	0.532
OT4	**0.631**	0.217	0.256	0.373
OT5	**0.762**	0.433	0.431	0.545
OT6	**0.700**	0.333	0.338	0.458
MP1	0.521	**0.782**	0.271	0.473
MP2	0.350	**0.724**	0.261	0.475
MP3	0.403	**0.724**	0.260	0.440
MP4	0.357	**0.708**	0.241	0.421
MP5	0.379	**0.621**	0.252	0.338
MP6	0.508	**0.782**	0.245	0.567
KS1	0.481	0.278	**0.760**	0.310
KS2	0.313	0.281	**0.792**	0.424
KS3	0.440	0.206	**0.728**	0.275
KS4	0.283	0.267	**0.782**	0.363
KS5	0.431	0.170	**0.696**	0.277
KS6	0.361	0.348	**0.823**	0.480
MOC1	0.586	0.541	0.371	**0.826**
MOC2	0.540	0.496	0.426	**0.767**
MOC3	0.598	0.579	0.410	**0.839**
MOC4	0.423	0.423	0.280	**0.700**
MOC5	0.285	0.254	0.288	**0.534**
MOC6	0.522	0.485	0.373	**0.798**

Bold values represent the indicator's outer loadings on their construct; OT: Organizational Tensions; MP: Merge Policy; KS: Knowledge Sharing; MOC: Managing Organizational Change

Table 4: Results of discriminant validity by Fornell-Larcker criterion

Factors	1	2	3	4
	KS	MOC	MP	OT
1.KS	**0.764**			
2.MOC	0.481	**0.751**		
3.MP	0.349	0.633	**0.725**	
4.OT	0.485	0.673	0.583	**0.765**

Diagonals (Bold values) represent the square root of the average variance extracted while the other entries represent the correlations; OT: Organizational Tensions; MP: Merge Policy; KS: Knowledge Sharing; MOC: Managing Organizational Change

Table 4 displays the results for discriminant validity by using the Fornell-Larcker criterion. It was found that the square root of the AVEs on the diagonals (shown in bold) are greater than the correlations between constructs (corresponding row and column values), indicating strong correlation between the constructs and their respective indicators as compared to the other constructs in the model (Fornell and Larcker, 1981; Chin, 1998a, b). According to Hair *et al*. (2017), this indicates a good discriminant validity. Furthermore, the exogenous constructs have a correlation of <0.85 (Awang, 2014). Therefore, all constructs had their discriminant validity fulfilled satisfactorily.

The Fornell-Larcker criterion has been subjected to debate. because it does not have the ability to determine precisely the lack of discriminant validity in normal research situations (Henseler *et al*., 2015). Therefore, another technique has been suggested, namely the Heterotrait-Monotrait ratio (HTMT) of correlations based on the multitrait-multimethod matrix. HTMT has been

used to test discriminant validity in this study. The discriminant validity poses certain issues when the HTMT value is higher than the $HTMT_{0.90}$ value of 0.90 (Gold *et al*., 2001) or $HTMT_{0.85}$ value of 0.85 (Kline, 2010), but Table 5 shows that all the HTMT values were <0.85, hence, fulfilling the discriminant validity requirement.

Structural model assessment: The structural model can be tested by computing beta (β), R^2 and the corresponding t-values via. a bootstrapping procedure with a resample of 5,000 (Hair *et al*., 2017). They also suggestedlooking at the effect sizes (f^2) and the predictive relevance (Q^2). While p-value ascertains the existence of the effect, the effect size is not shown (Sullivan and Feinn, 2012).

Table 5: Results of discriminant validity by HTMT

Factors	1	2	3	4
	KS	MOC	MP	OT
1.KS				
2.MOC	0.542			
3.MP	0.404	0.734		
4.OT	0.580	0.770	O.673	**0**

Values represent the Heterotrait-Monotrait ratio (HTMT) of correlations based on the multitrait-multimethod matrix; OT: Organizational Tensions; MP: Merge Policy; KS: Knowledge Sharing; MOC: Managing Organizational Change

Hypothesis tests: Figure 2 and Table 6 depict the structural model assessment, showing the results of the hypothesis tests. Organizational tensions, merge policy, and knowledge sharing significantly predict managing organizational change. The results for H_1-H_3 are (β = 0.386, t = 6.406, p<0.001), (β = 0.348, t = 7.272, p<0.001) and (β = 0.172, t = 3.488, p<0.001), respectively. Therefore, both hypothesis are accepted. Furthermore, note that the standardized path coefficient indicates the strengths of the relationship between exogenous and endogenous constructs, so, the direct effects oforganizational tensions

Table 6: Structural path analysis result

Hypothesis	Relationship	SB Beta	SE	t-values	p-values	Decision	R^2	f^2-values	Q^2-values	VIF
H_1	OT→MOC	0.386	0.060	6.406	0.000	Supported	0.56	0.195	0.288	1.756
H_2	MP→MOC	0.348	0.048	7.272	0.000	Supported		0.182		1.528
H_3	KS→MOC	0.172	0.049	3.488	0.000	Supported		0.051		1.320

OT: Organizational Tensions; MP: Merge Policy; KS: Knowledge Sharing; MOC: Managing Organizational Change

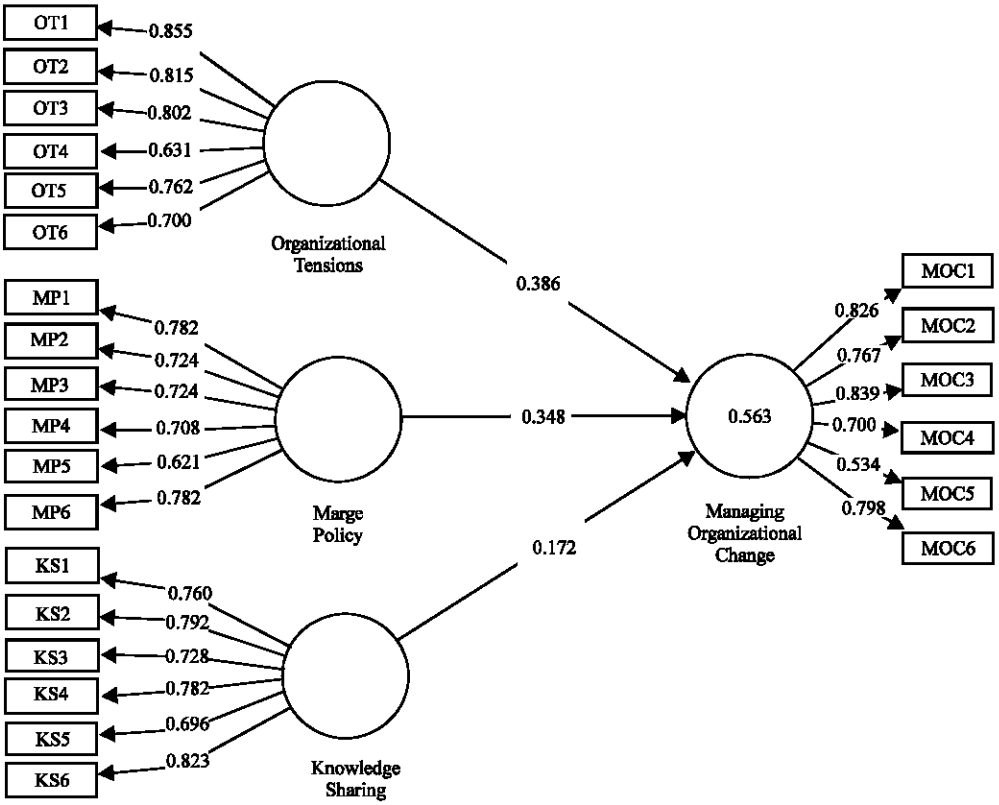

Fig. 2: PLS algorithm results

on managing organizational changeare much stronger than the influence ofmerge policy or knowledge sharing on managing organizational change. Organizational tensions, merge policy and knowledge sharing explaining 56% of the variance in managing organizational change. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998a, b).

Effect sizes (f^2) was examined in this research. According to Gefen and Rigdon (2011), the effect size f^2 ascertains the impact of an exogenous latent construct (whether substantial, moderate or weak) on an endogenous latent construct. It is suggested that the change in R^2 value is assessed (Hair *et al*., 2017). The f^2 value of 0.35 indicates large effects, 0.15 indicates medium effects and 0.02 indicates small effects (Cohen, 1988). Table 6 displays the f^2 results, indicating two medium effect sizes relationships and one small effect size relationship.

In assessing the predictive relevance of the proposed research model, this study had applied the blindfolding procedure. This procedure should be employed on endogenous constructs with a reflective measurement only (Hair *et al*., 2017). According to Fornell and Cha (1994) and Hair *et al*. (2017), a particular endogenous construct of the proposed model has predictive relevance if the value of Q^2 exceeded 0. In this study, all Q^2 values exceeded 0 and hence, it can be concluded that the proposed model has an adequate predictive relevance (Table 6). Relative measure of predictive relevance is indicated by Q^2 values of 0.35 for large, 0.15 for medium, and 0.02 for small. All exogenous constructs in this study were found to have large predictive relevance.

According to O'Brien (2007), the existence of multicollinearity poses a problem as it indicates overlapping of the variance that the exogenous constructs explain in the endogenous construct. Therefore, it cannot justify each variance in the endogenous variable. Variance Inflation Factor (VIF) is commonly used as a measurement of the degree of multicollinearity (O'Brien, 2007). A value exceeding 10 for the largest VIF indicates a problem (Bowerman and O'Connell, 1990; Myers, 1990). Meanwhile, Hair *et al*. (2017) suggested that a value exceeding 5 for the largest VIF indicates a multicollinearity problem. The VIF values in this study (Table 6) are <5 and hence, there is no significant multicollinearity issue among the exogenous constructs. In other words, there is no overlapping of the variance that the exogenous constructs explained in the endogenous construct.

Importance-Performance Map Analysis (IPMA): Importance-performance Matrix Analysis (IPMA) was employed as a post-hoc PLS procedure in this study with the actual usage of online learning used as the outcome construct. According to Hair *et al*. (2017), the IPMA provides an estimation of the total effects corresponding to the importance of predecessor constructs in affecting the target construct (managing organizational change), the average latent variable scores correspond to their performance whereas the index value's (performance scores) calculation was achieved by rescaling the scores of the latent constructs to within a range from 0 (lowest performance) to 100 (highest performance). IPMA enhances the results of PLS analysis (Ringle and Sarstedt, 2016) because it gives attention to the latent construct's average value as well as their indicators (the performance dimension) in addition to performing the path coefficients analysis (the importance dimension). The results for total effects (importance) and index values (performance) of the IPMA are displayed in Table 7.

Table 7: IPMA for managing organizational change

Latent constructs	Total effect of the construct managing organizational change (Importance)	Index values (Performance)
Organizational Tensions (OT)	0.386	73.169
Merge Policy (MP)	0.348	74.491
Knowledge Sharing (KS)	0.172	74.038

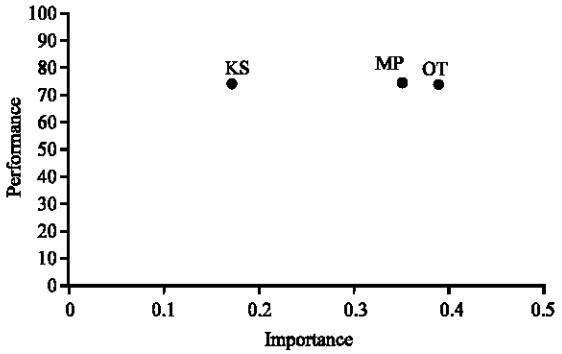

Fig. 3: IPMA (Priority map) for managing organizational change; OT: Organizational Tensions; MP: Merge Policy; KS: Knowledge Sharing

The scores for total effects and index values were plotted on a priority map (Fig. 3). Since, organizational tensionhas the highest importance valueas compared to other constructs in the proposed model. Nevertheless,the performance of this significant factor (organizational tensions) lagged behind other factors (merge policy and knowledge sharing). IPMA aims to identify the predecessors that have both relatively high importance (with strong total effect) and relatively low performance for the target construct (with low average latent variable scores) (Hair *et al*., 2017). Particular attention may be given to the attributes of these constructs which can be

potential areas for improvement. To conclude, management should give priority toimproving managing organizational change, managerial activity should focus on enhancing the performance of organizational tensions.

From the three main research objectives under observation, key theoretical implications may be drawn in contribution to the concept and theories that underlie organizational uncertainty and change management. With the theory of complexity in an underlying position, the study paves way for a clear insight on how change management may achieve set objectives in a more predictable manner.

Findings reveal that employee tensions have a significant effect on organizational change. This implies that employee tensions are embedded in organizational change as a driver. This is because in organizational change initiatives such as mergers, the employees do not just go along with the change but are actually drivers of how the change turns out.

In addition, merger policy was found to be a significant predictor of organizational change. This is also justified in the literature. Johnson *et al*. (2008) mention merger policy as essential to organizational change. Merger policies cover the fundamental regulations that guide mergers. They entail policies that guide the processes and activities involved in mergers (Johnson and Scholes, 2000).

Furthermore, the findings of the third hypothesis as knowledge sharing was found to significantly predict organizational change management. This points at knowledge sharing as an important tool for organizational change (Johnson *et al*., 2008).

CONCLUSION

In order for every organization to experience growth, it is essential to effect changes in its structures or mode of operation. For this reason, key conclusions are set, taking into consideration the research objectives to be achieved. The first objective sought the impact of organizational tensions on organizational change. Findings reveal that employee tensions have a significant effect on organizational change. With regards to this finding, it is concluded thatorganizational tensions in UAE organizations influence organizational change.

The second objective with regards to the impact of merge policy on organizational change management. The results revealed that merge policy has a significant and positive predictive effect on organizational change management. The conclusion with regards to this finding is that ADNOC merges policies are instrumental to organizational change management by the company. This means that merge policy are a key factor in managing organizational change in ADNOC.

The next conclusion is with regards to the third objective which sought to examine the relationship between knowledge sharing and organizational change management. The findings revealed that knowledge sharing predicts organization change management. This informed the conclusion that knowledge sharing in ADNOC plays a key role in successful organizational change management.

LIMITATIONS

One other limitation worth acknowledging is the attempt to establish productiveness in the area of social sciences. There is an inability to establish strict causality or predictability within social environments as this is typical of natural sciences. Establishing causality is a difficult situation for studies as the present one. Nonetheless, even though the environment could not be controlled in a strict sense of experimentation, the associations established in the present study may still be considered as replicable and structural methodological observations were considered. A soft modeling approach in the area of prediction rather than causality must therefore, be acknowledged. Making this difference clear is critical as true causality entails direct and strict control over the environment within which the events occur.

IMPLICATIONS

Implications for research: The theory of complexity has played a very vital role in the attempt to achieve a solution to the contradictory nature of change and other associated challenges. This is sometimes done by settling for a trade-off which does not essentially work. However, this theory implies that not only should versatility exist in the combination of models used but also, flexibility must exist in the research method utilized for any empirical study in this area. The findings of the study have key implications for the theory of complexity. These implications mainly emanate from the identified relationships specifically between organizational tensions and organizational change management. The findings suggest that organizational tensions need to be studied extensively in relation to organizational change (Aldholay *et al*., 2018a-c).

The findings of the study present key implications to the theory of change management. This is particularly due to the identified effects of the constructs as well as

mediating roles. The findings provide key insight into how organizational tensionsand merge policy act on organizational change management. The study helps to firmly establish organizational tensions as a key variable to consider in the implementation of organizational change. The same implication can be deduced for the effects of and merge policy. The significance of the findings to the concept of change management lies in the fact that it opens up space for academic research to study these concepts as inter-linked concepts. The study has made key additions to the theory of organizational change management in terms of how it is influenced by complexities. The findings also make room for critique in the field of organizational change management and serve as a precedent for the development of hybrid models that illustrate the inter-relationships revealed.

Implication for practice: Considering the findings of the present study, the Abu Dhabi National Oil Company (ADNOC) should pay attention to organizational tensions as a key ingredient of change management not only in the current merger. This is because, as the study revealed, organizational tensions significantly influence organizational change. As discussed by the study, the way management handles organizational tensions can determine the outcomes of organizational change. This means that depending on how they are managed, organizational tensions can either be detrimental to organizational change or be beneficial to organizational change. It is therefore recommended that the management of ADNOC identify the organizational tensions within their organization and actively explore ways of managing to make sure they make positive contributions to the organization.

It is recommended that ADNOC emphasis on knowledge sharing in its organizational change strategy. Knowledge sharing has been found to significantly influence organizational change. Being able toshare knowledge throughout the organization will therefore, be beneficial to ADNOC. ADNOC needs to encourage knowledge sharing by keeping to an organizational culture of knowledge sharing both among departments of the organization and among the employees of the organization and more importantly directing these sharing activities to influence organizational policies and strategies. It has been observed that merge policy governs organizational change in event of mergers and this has been further affirmed by the study as merge policy was found to significantly influence organizational change. ADNOC needs to identify the significance knowledge sharing and other merge policy development as driving force of organizational change. A good appreciation of these factors will enable ADNOC todevelop a highly functional and effective organizational strategy.

The findings of the study emphasize how important organizational tensions, knowledge sharing and merge policy are to organizational change. Practitioners in organizations should take note of the interrelationships identified by the study in order to adapt their organizational strategy. Being able to do so will greatly improve the effectiveness of their strategy. This is because organizational tensions exist in any organization and seeing as it plays a role in organizational change and merger policy, managing it will be beneficial. The benefits of managing organizational tensions lie even more in the finding that merge policy also influences organizational change. The findings of the study have revealed that organizational tensions, merge policy and organizational change are closely knit and this should not be overlooked by industry practitioners. Any organization that seeks to implement change needs to make use of knowledge. Being a knowledge sharing organization plays a big role in organizational change and this should be considered as a core strategy when it comes to organizational change. With the high pace of change in today's economic environment, organizations are constantly having to adapt one way or the other (Aldholay *et al*., 2018a-c).

SUGGESTIONS

Future researchers should enhance the current research model, that is by employing a qualitative approach to realize more insight in the area of organizational change. Particularly, future research should consider using data source triangulation as well as a method aimed at improving the present framework to gain more insight into the research area. Relying only on the quantitative approach may come with certain limitations, therefore, a combination of different methods can help suppress the weakness of the individual methods (Aldholay *et al*., 2018a-c; Mutahar *et al*., 2018).

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