

## Change Management Practices Influence On Increasing Employees' Commitment To Achieving Strategic Goals: Case Study

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### ABSTRACT

Current study aimed at examining the influence of change management practices within organizations on employees' commitment to achieving strategic goals of the organization. The chosen change management practices included managing aspects within the organization like (Leadership, Communication, Employee Engagement, Culture and Motivation). Researcher distributed total of (117) questionnaire on HR managers and project managers within pharmaceutical and medical supplies in Jordan Amman. Results of study indicated an influence of change management chosen practices on employees' commitment to achieving strategic goals that are attributed to motivation and culture with an R value of .865 and .693 respectively. Results indicated that employees can still have the ability to achieve organizational goals through a situation of change by being motivated in organizational culture that supports change management. Study recommended organizations to adopt strategies based on providing facts and information objectively and without bias to the organization's workers, departments and/or personal interests.

**Keywords:** change management, accepting change, commitment, motivation, engagement

### INTRODUCTION

We live in a world teeming with radical and very rapid and rapid changes and transformations, thanks to the continuous development that coincides with the technological and technological innovations that intellectual minds have reached around the world, which makes stability impossible in all fields of life, and because humans and business organizations are an integral part of The environment in which they live, they are inevitably most affected by these rapid changes (Morin et al, 2016). According to Van der Voet and Vermeeren(2017), change has external factors related to each of the political, social, technological, cultural, and social aspects, and affects the local, regional, as well as global levels, as well as a group of multiple internal factors that are related to the specific situation of each country and every business organization, depending on their circumstances and internal reality.

Doppelt (2017) noted that if a program or event that impedes daily operation is implemented, organizations may in many cases have to adopt change management practices in order to ensure the successful implementation of a particular change. As well as controlling the natural resistance to changes by workers, which can cause a significant change to be slow or even fail. Here, the change management can prepare, equip and support individuals at the same time to embrace the change and make it successful in order to enhance the success of the organization as a whole and enable it to achieve the desired results. Although each change can be unique, it has been demonstrated through decades of research and case studies that there are actions that the organization can take to achieve a smooth transition through changes. This transition might not be as easy as the organization thinks; many opponents to change may appear and be an obstacle in the way of change, for that sake, organizations must make sure to adopt plans that guarantee a problem-free change among employees in a way that wouldn't affect their performance, commitment and/or loyalty to the organization.

Makumbe (2016) argued that an effective change management comes through adopting plans that helps employees to accept change which includes preparing the leadership to accept change first, open communication channels with employees, engage employees in the process of change and motivate them to be as influential as they used to be before change.

On the other hand, Bakari et al (2017) argued that organizational capacity to manage change is an essential organizational skill that provides competitive advantage and the ability to effectively adapt

to the ever-changing world. Nejati et al (2017) also noted that organizational capacity for managing change means integrating effective change management into the organization's roles, structures, procedures, projects and leadership competencies. Change management processes are applied to initiatives consistently and effectively, as leaders have the skills to guide teams during change, and where employees know what they can ask to be successful.

From that point, current study seeks to answer the following question:

**WHAT IS THE INFLUENCE OF CHANGE MANAGEMENT PRACTICES WITHIN AN ORGANIZATION ON EMPLOYEES' ACCEPTANCE OF CHANGE AND THEIR COMMITMENT TO ACHIEVING STRATEGIC GOALS OF THE ORGANIZATION?**

In delivering the above aim to application, the following model was built by researcher:

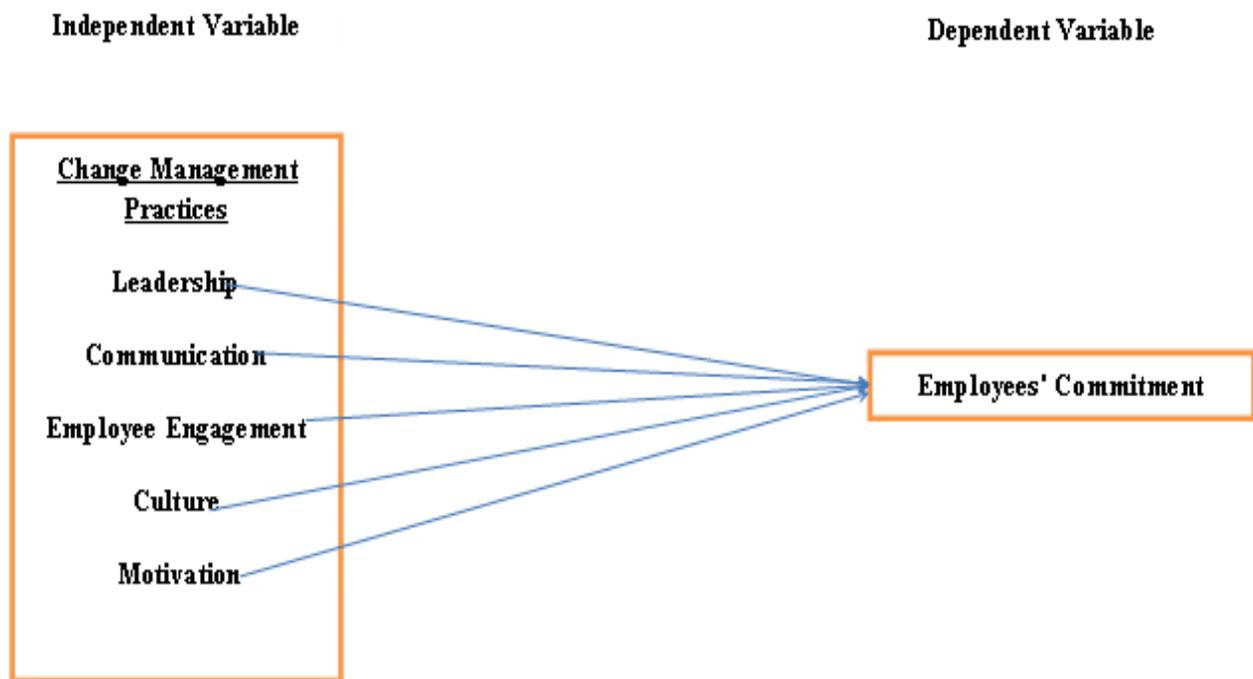


Figure 1: Study Model (Makumbe, 2016)

Examining the above model, researcher was able to extract the following set of hypotheses:

**MAIN HYPOTHESIS**

**H:**Change management practices have positive influence on employees' commitment to achieving strategic goals.

**SUB-HYPOTHESES**

**H1:**Leadership has positive influence on employees' commitment to achieving strategic goals

**H2:**Communication has positive influence on employees' commitment to achieving strategic goals

**H3:**Employee Engagement has positive influence on employees' commitment to achieving strategic goals

**H4:**Culture has positive influence on employees' commitment to achieving strategic goals

**H5:**Motivation has positive influence on employees' commitment to achieving strategic goals

**LITERATURE REVIEW**

**CHANGE MANAGEMENT**

According to Cameron and Green (2017), contemporary business organizations are social systems that are exposed to everything that human beings are exposed to, as they grow, advance, develop, and retreat, as they are within their surroundings to grow, develop, advance, face challenges, struggle with obstacles, and adapt to changes, and therefore change becomes an inevitable phenomenon faced

by each organization. Van Rossum et al (2016) argued that there is no doubt that organizations do not change according to random goals and do not change for the sake of change only, but they are forced to change because they live within a social system and are an integral part of the broad process of change, and to ensure continuity they must interact with changes, requirements, necessities and opportunities in the surrounding environment, and often appear the process of change as a series of stages through which the transition from the current state to the expected situation, and the transition from the current equilibrium point to the future equilibrium point, taking into account the full adaptation to the external environment in a better way.

Change management is a concept that was defined by Newman et al (2016) as an actual activity to the continuous efforts that directly aims to improve the working conditions in the various organizations, and seeks to transfer them from one situation to another by introducing all modern strategies in the work, solving problems in creative ways, and benefiting from experiences, in addition to mobilizing collective efforts, and work in teams that are homogeneous and harmonious to achieve different goals.

From another perspective, Straatmann et al (2016) saw that change management is that activity that is directly concerned with the formation of distinguished organizations that are high in terms of performance, and not only in terms of number and size, by setting appropriate organizational structures to work in the organization, in a way that achieves job efficiency among employees, and improves their overall performance level, and not At the same time, it affects the strategic goals that those working in the organization seek to achieve, but are in harmony with and support. While Bravo et al (2017) stated that change management is an administrative aspect that falls under the list of strategic work, which includes a stock of theories, intellectual models, techniques, and interventions of modern behavioral sciences, and seeks to implement its strategies and plans in changing for the better, as it evaluates those strategies and plans.

### **MANAGING CHANGE**

The field of change management is the basis for dealing with changing conditions in the business environment, and an imperative method to address all problems that arise as a result of different negative changes, and this is one of the most important responsibilities of the strategic leadership that has the need to study the changes, in order to develop strategies and plans to introduce them in different business organizations, it also has to study the importance and motives of resisting change, and the means to confront it, and it has several forms; including comprehensive, streamlined, and change by inclusion (Stouten et al, 2018). In management language there are factors causing change that may be external factors, political, economic, technological, social, legal, cultural, or internal factors such as changing the organization's policies or changing the scope and scope of work or type of activity or a change in the mission and goals of the organization and its structures and values and organizational culture and competitive value on the job market (Kansal and Singh, 2016).

From that point, and in order to apply change in the safest way possible; organizations must implement certain practices and rules that are able to ease the process of change and make sure that the performance of employees, their commitment to the organization and other aspects aren't negatively affected by change in general.

### **LEADERSHIP PAVES EMPLOYEES' TOWARDS CHANGE MANAGEMENT**

Leadership is seen to be one of the most important aspects in the field of change. Ling et al (2018) stated that a leader can have a good influence on employees to accept change due to their closer relationship compared to management; in addition to that a leader can help in understanding the dynamics of the change process and can handle and work on it efficiently and successfully. Beşliu (2018) added that leadership in the change process is based on knowing the main points and elements that must be taken into consideration in every situation of change, and understanding the nature of learning programs and processes associated with their design, implementation, and evaluation, as well as an understanding of methods for structured reinforcement and how to use them.

Generally speaking, a leader who is efficient in change is a leader who provides positive support for employees and does not let them down, this leader treat employees equally, and listen to them effectively; also, an effective leader in change is a leader who is characterized by enthusiasm, motivation, and interest in learning and developing, in addition to being persistent, does not exaggerate reactions, but rather is rational if things go the opposite of what is desired (Ansari, 2019).

### **COMMUNICATION IS AN IMPORTANT APPROACH TO MANAGING CHANGE**

According to Nuhu et al (2016), communication in the change process is considered to be the "golden thread" that runs through the full practice of managing change. The identification, planning and implementation of a good change management plan depend on good communication. There are psycho-social facts rooted in group cultures. The relevant authorities have identified sets of skills, knowledge and experience. But she also has troublesome requests, experiences, and institutional habits that need to be addressed. Providing clear and open lines of communication throughout the process is crucial to all forms of change.

### **EMPLOYEE ENGAGEMENT HELP IN INCREASING THEIR COMMITMENT**

The idea of employee engagement stems from involving the employees in the process of change in order for them to feel at ease when going into changing and not reject the whole process on the bases of not adapting. On that idea Whyte et al (2016) stated that engaging employees in the change process requires both management and leadership to work on creating a suitable atmosphere for open communication with employees and listening to their opinions and suggestions. Ahmetaj et al (2017) also added that engaging employees means to explain the importance of change for them and strive to overcome their resistance to change through involving them in all stages of the change process by making them active partners in this process. Singh et al (2016) added that it is in the nature of individuals that they will not resist decisions they participated in, so that before the change process can take place, it is possible to meet with individuals who are likely to resist change, and to involve them in the decision-making process of the change process.

### **ORGANIZATIONAL CULTURE SUPPORTS TRANSITION TO CHANGE**

Organizational culture is one of the most important aspects that help in creating a smoother transition to change. Al-Ali et al (2017) argued that the culture should support the change process; this means that the change chosen in the organization shouldn't be isolated from the organization's culture or be different. In addition to that, Altamony et al (2016) argued that in order to guarantee a problem-free change process in the organization there is a need to have a culture that is able to take into account the interests of individuals who are included in the change process, the degree of dependence of the institution on them, and the degree of their resistance to the change process. On the other hand, Lines et al (2017) argued that a culture of an organization can support change process if there was a strong desire from individuals to support the process of change and participate actively in it, also to work to develop new skills and behaviors commensurate with the new situation based on the fact that a culture has adequate willingness to make the change process continuous and to return or even think about returning to the old Testament.

### **MOTIVATION IS A KEY ASPECT TO CHANGE**

Motivation is an integral part of the change process; Saraswat et al (2017) argued that learning about the achievements of the basic stages is an essential part of any project. Hayes (2018) added that when managing change throughout its life cycle, it is important to recognize the success of the teams and individuals involved. This will help in adopting both the change management process and the adoption of change itself.

### **EMPLOYEES' COMMITMENT**

According to Ololube and Ololube (2017) employees interact with change in several different ways, and the degree to which employees will stick to desired changes is partly dependent on their natural reactions to change and how changes are made. The organization can encourage employees to adapt to the changes that the organization wants to implement by applying various change management ideas that would accompany the employee in adapting to the change and ensuring that the degree of his commitment to achieving the goals of his organization is not compromised.

Wahome (2016)

**STRATEGIC GOALS COMMITMENT DRIVERS**

**METHODS**

Current study depended on quantitative approach to answer the main question adopted earlier. Data was collected from pharmaceutical and medical supplies industry sector in Jordan which involved HR managers and project managers. Total of (150) individuals were exposed to the tool of study, after application process; researcher was able to retrieve (117) properly filled questionnaires which indicated a response ratio of (78%) statistically acceptable.

Tool of study was a questionnaire divided into two main sections; first section took into perspective demographics of study sample, while other section contained statements related to dependent and independent variables, questionnaire was built on likert 5 scale. Through Cronbach's alpha; the reliability test resulted in a value of (0.92) for all the items within the study, the alpha however resulted greater than 0.60 which indicated the tool consistency that enhanced its use in the study.

**ANALYSIS AND DISCUSSION**

**DEMOGRAPHICS**

**Table (1): Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	75	64.1	64.1	64.1
	Female	42	35.9	35.9	100.0
	Total	117	100.0	100.0	

In table (1), it can be seen that male respondents formed majority of study (64.1%) with frequency of 75 individuals compared to females who formed 35.9% of total sample with frequency of 42 individuals.

**Table (2): Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	18	15.4	15.4	15.4
	31-36	34	29.1	29.1	44.4
	37-42	25	21.4	21.4	65.8
	+43	40	34.2	34.2	100.0
	Total	117	100.0	100.0	

Analysis of respondents' age showed in table (2) that majority of sample ages was more than 43 years old 34.2% forming 40 of total sample compared to the least age range forming 15.4% for individuals who were between 25-30 years old.

**Table (3): Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	14	12.0	12.0	12.0
	BA	34	29.1	29.1	41.0
	MA	22	18.8	18.8	59.8
	PhD	47	40.2	40.2	100.0
	Total	117	100.0	100.0	

As it can be seen from table (3), majority of respondents held PhD degree forming 40.2% of total sample with frequency of 47 individuals compared to those who held a diploma forming 12% of total sample with frequency of 14 individuals.

**QUESTIONNAIRE ANALYSIS**

**Table (4): Mean and Std. Deviation of Questionnaire Statements**

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Change management practices</b>					
<b>Leadership</b>					
If a leadership manages change employees can manage change	117	1	5	3.14	1.319
Leadership has a closer relationship to employees which ease the process of accepting change	117	1	5	3.01	1.310
Leadership mentality can manage to spread the advantages of change within an organization	117	1	5	3.68	1.490
Leadership should be prepared to change in order to pass it to employees	117	1	5	4.01	1.118
Great leadership help in focusing employees' environment regardless of change taking place	117	1	5	3.95	1.121
<b>Communication</b>					
Opening communication channels can help in accepting change	117	1	5	4.05	1.097
Communications with employees in reference to change requirements are important to ease the process	117	1	5	3.41	1.451
Communications can help in delivering the main idea of change to employees	117	1	5	3.40	1.497
Communications must be a source of information between management and employees	117	1	5	3.21	1.370
Losing communication means to shut down the relationship between management and employees	117	1	5	3.04	1.117
<b>Employee Engagement</b>					
Employees must be a part of the change process	117	1	5	3.82	1.022
Change reasons must be understood by employees	117	1	5	3.27	1.337
Change process must include employees through all the milestones	117	1	5	3.28	1.419
Employees must have full awareness of what change means	117	1	5	3.49	1.179
Each employee must have the freedom to ask and inquire about the change process in all its details	117	1	5	3.13	1.207
<b>Culture</b>					
Organizational culture help in spreads the benefits of change	117	1	5	3.50	1.072
If the culture doesn't support changes then the change process is deemed to fail	117	1	5	3.42	1.052
Positive changes in the organizational culture must accompany the change process	117	1	5	3.61	.991
Change can't be applied in one aspect of the organization and not another	117	1	5	3.18	1.103

Cultural awareness is a part of the change process	117	1	5	3.23	1.109
Motivation					
Motivating employees must not face any negative changes	117	1	5	3.21	.918
Management must motivate employees to accept the change process	117	1	5	3.31	1.102
Change in a part of the organization's life and employees must be motivated to accept it	117	1	5	3.37	.979
With each change, a motivational step must be taken towards employees	117	1	5	3.23	1.054
Job security and organizational justice must not be harmed by change	117	1	5	3.16	.991
Employees' Commitment					
When management takes the right path employees become more committed to achieving organizational goals	117	1	5	3.26	1.092
Committed employees are a part of organizational success	117	1	5	3.22	1.010
Loyal employees are always committed to their organization	117	1	5	3.19	1.224
Committed employees are always seeking the best for the organization regardless of the nature of change taking place	117	1	5	3.32	1.065
Committee employees must be rewarded	117	1	5	3.11	1.173
Valid N (listwise)	117				

As it can be seen in table (4), statements of questionnaire scored higher than mean of scale 3.00, and statistically this can be seen as a positive indication to the statements; referring to the attitude of respondents towards presented statements on each segment of questionnaire. Same results also appeared in table (5) below, when model's variables were analyzed, and it was seen that each and every variable scored higher than mean of scale 3.00 and indicating a positive attitude from respondents towards aforementioned variables.

**VARIABLES DESCRIPTIVE STATISTICS**

**Table (5): Variables' Analysis**

Descriptive Statistics					
Organizational Change Practices	N	Minimum	Maximum	Mean	Std. Deviation
Leadership	117	1.20	5.00	3.5556	.77554
Communication	117	1.20	5.00	3.4239	.91996
Employee Engagement	117	1.40	5.00	3.3983	.84138
Culture	117	1.20	5.00	3.3880	.86435
Motivation	117	1.00	5.00	3.2564	.82204
Employee Commitment	117	1.00	5.00	3.2205	.93122
Valid N (listwise)	117				

**HYPOTHESES TESTING**

**MAIN HYPOTHESIS**

**H: Change management practices have positive influence on employees' commitment to achieving strategic goals.**

**Table (6): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 <sup>a</sup>	.801	.793	.42416

**Table (7): ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.621	5	16.124	89.623	.000 <sup>b</sup>
	Residual	19.970	111	.180		
	Total	100.591	116			

**Table (8): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.342	.222		-1.540	.126
	Leadership	-.127	.067	-.106	-1.894	.061
	Communication	.132	.054	.130	2.444	.016
	Engagement	.003	.061	.002	.043	.965
	Culture	.262	.068	.243	3.836	.000
	Motivation	.819	.062	.723	13.286	.000

Above hypothesis was tested using multiple regression analysis which scored an R value of 0.895 and an F value of 89.623 is significant at (0.05). This confirmed that independent variable and dependent variables are correlated. Also, it is found that 80.1% of the variance in the dependent variable explained by the variance in the independent variable.

That means Change management practices have positive influence on employees' commitment to achieving strategic goals.

**SUB-HYPOTHESES**

**H1:Leadership has positive influence on employees' commitment to achieving strategic goals**

**Table (9): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 <sup>a</sup>	.136	.129	.86910

**Table (10): ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.727	1	13.727	18.173	.000 <sup>b</sup>
	Residual	86.864	115	.755		
	Total	100.591	116			

**Table (11): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.643	.379		4.341	.000
	Leadership	.444	.104	.369	4.263	.000

Above hypothesis was tested using linear regression analysis which scored an R value of 0.369 and an t value of 4.263 is significant at (0.05). This confirmed that independent variable and dependent variables are correlated. Also, it is found that 13.6% of the variance in the dependent variable explained by the variance in the independent variable. That means Leadership has positive influence on employees' commitment to achieving strategic goals.

**H2: Communication has positive influence on employees' commitment to achieving strategic goals**

**Table (12): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355 <sup>a</sup>	.126	.118	.87439

**Table (13): ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.666	1	12.666	16.566	.000 <sup>b</sup>
	Residual	87.925	115	.765		
	Total	100.591	116			

**Table (14): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.991	.313		6.364	.000
	Communication	.359	.088	.355	4.070	.000

Above hypothesis was tested using linear regression analysis which scored an R value of 0.355 and an t value of 4.07 is significant at (0.05). This confirmed that independent variable and dependent variables are correlated. Also, it is found that 12.6% of the variance in the dependent variable explained by the variance in the independent variable. That means Communication has positive influence on employees' commitment to achieving strategic goals.

**H3: Employee Engagement has positive influence on employees' commitment to achieving strategic goals**

**Table (15): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.326 <sup>a</sup>	.106	.099	.88411

**Table (16): ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.701	1	10.701	13.690	.000 <sup>b</sup>
	Residual	89.890	115	.782		
	Total	100.591	116			

**Table (17): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.994	.341		5.839	.000
	Engagement	.361	.098	.326	3.700	.000

Above hypothesis was tested using linear regression analysis which scored an R value of 0.326 and an t value of 3.7 is significant at (0.05). This confirmed that independent variable and dependent variables are correlated. Also, it is found that 10.6% of the variance in the dependent variable explained by the variance in the independent variable. That means Employee Engagement has positive influence on employees' commitment to achieving strategic goals.

**H4: Culture has positive influence on employees' commitment to achieving strategic goals**

**Table (18): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 <sup>a</sup>	.481	.476	.67383

**Table (19): ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.376	1	48.376	106.544	.000 <sup>b</sup>
	Residual	52.215	115	.454		
	Total	100.591	116			

**Table (20): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.689	.253		2.724	.007
	Culture	.747	.072	.693	10.322	.000

Above hypothesis was tested using linear regression analysis which scored an R value of 0.693 and an t value of 10.322 is significant at (0.05). This confirmed that independent variable and dependent variables are correlated. Also, it is found that 48.1% of the variance in the dependent variable explained by the variance in the independent variable. That means Culture has positive influence on employees' commitment to achieving strategic goals.

**H5: Motivation has positive influence on employees' commitment to achieving strategic goal**

**Table (21): Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 <sup>a</sup>	.748	.746	.46975

**Table (22): ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.214	1	75.214	340.853	.000 <sup>b</sup>
	Residual	25.376	115	.221		
	Total	100.591	116			

**Table (23): Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.031	.178		.172	.863
	Motivation	.980	.053	.865	18.462	.000

Above hypothesis was tested using linear regression analysis which scored an R value of 0.865 and a t value of 18.462 is significant at (0.05). This confirmed that independent variable and dependent variables are correlated. Also, it is found that 47.8% of the variance in the dependent variable explained by the variance in the independent variable. That means Motivation has positive influence on employees' commitment to achieving strategic goals.

**DISCUSSION**

Current study aimed to examine the influence of change management practices that are adopted by the organization in increasing level of employees' commitment in situations of change, and how these practices may ease the process of transition without negatively influencing employees' commitment towards achieving organization's goals.

Results of study indicated the existence of an influence of change management practices in employees' commitment to achieve strategic goals of the organization. This appeared through results of study as following:

- There appeared a positive attitude of respondents regarding questionnaire of study as all statements scored higher than mean of scale 3.00 which indicated a high level of awareness among pharmaceutical and medical supplies industry sector employees in Jordan.
- All responses of individuals indicated that change management practices are applied within chosen sector
- Most influential change management practice appeared to be in motivations and culture which scored an R value of .865 and .693 respectively and referring to the two variables as the most influential practices that can help to guarantee a smooth transition during change.

Study demonstrated that building commitment of employees towards their work and organization during the change period appears through the organization adopting a method of dividing large changes into small, actionable steps, and creating specific goals and measurable stages for small steps and the overall change process. Looking deeper into analysis, it was found out that adopting certain strategies that are based on motivation in the organization can help in avoiding change resistance among employees. Study also showed that motivational value is given to reduce resistance. If the resistance is concentrated in a limited number of workers, then a special package of rewards can be offered to them to satisfy their special needs. On the same idea, Saraswat et al (2017) and Hayes (2018) came arguing that the adoption of a number of practices during the application of the change process would provide a clearer vision with clear details about the new change required and thus ensure that employees adhere to the highest degree of commitment to the organization and complete their work in the appropriate manner.

Also, study was able to highlight that leaders can provide support to reduce resistance – as it scored 0.369 as an R value within analysis - and when there is a high level of fear among workers, providing advice and training in new skills, or short leave may help in the adaptation process, the same idea appeared and agreed on by Beşliu (2018). Communication was also influential scoring an R value of 0.355 and stating that when an organization follows a specific lead in increasing communication among individuals to manage change, it can help in promoting a better image of change and avoid resistance as much as possible. Also, resistance can be reduced by contacting workers to help them understand the logic of change, and this method assumes that resistance is caused by a lack of information or poor communication. If the workers receive the full facts of the change, and any misunderstanding is clarified, this can lead to a decrease in the resistance. This result rhymes with what came along with Nuhu et al (2016) when he argued that employee commitment can be preserved during change by keeping surprises to a minimum and focusing efforts on effective communication during each stage of the change process to allow all employees to know what is coming, and to provide specific details about the impact of change on individuals in order to help them adapt to change More quickly.

With an R value of 0.326 in analysis, employee engagement appeared to be also influential, it is in the nature of individuals that they will not resist decisions they participated in, so that before the change process can take place, it is possible to meet with individuals who are likely to resist change, and to involve them in the decision-making process of the change process. Whyte et al (2016) supported the same idea when he stated that engaging employees in the change process and increasing their awareness of the importance of this process would create a kind of excitement within them in the future. As another idea, it is possible to hold employees accountable and reward them and support their efforts and positive contributions. Also, Singh et al (2016) supported the same result stating that

increasing employee commitment to achieving organizational goals during change is demonstrated by the organization's practices in sharing information about change plans to the greatest extent possible with all employees and providing time for employees to get used to the idea of change.

### **CONCLUSION AND RECOMMENDATION**

Staff resistance to change is one of the reasons behind the failure to change and the belief that there is no real need for change, that change has risks that outweigh the benefits, and that the change process is doomed to failure. The current study has come to the idea that organizations cannot maintain a distinguished performance of their workers in the long run unless they have a firm institutional philosophy that encourages a culture of acclimatization or adaptation to a changing work environment. The study also added that the concept of change and its application in the organization must be linked to targeted plans to facilitate change in order to avoid the failure of the process due to staff resistance.

as a conclusion, it can be seen that the process of change is a process that requires what is called "traveler intelligence", in the sense that the organization imagine the nature of the journey that it will take and the nature of the place or destination that it want to reach, which requires insight imagination and creativity.

Based on that, study recommended the following:

- The organization should adopt strategies based on providing facts and information objectively and without bias to the organization's workers.
- The organization must adopt a persuasive approach to effect change through the intended bias in designing and providing data and information to individuals.
- The organization should realize that the goal of the change is its arrival in the problem and its definition of the treatment plan, that it is open to external assistance and has the desire to rely on the self-efforts of change.

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