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إقـــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

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The Relationship between Leader-Member Exchange and Resistance to Change at the Gaza Strip – Mercy Corps as a case Study

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العلاقة التبادلية بين القادة ومرؤوسيهم وعلاقتها مع مقاومة التغيير في قطاع غزة – مؤسسة ميرسي كور كدراسة حالة

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وإن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

</div>

DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

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Islamic University of Gaza
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Business Administration Department

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration

2015

الجامعة الإسلامية – غزة
The Islamic University - Gaza

الرقم .... ج س غ/35/ ...... Ref

التاريخ .... 2015/12/12م ..... Date

نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثـة/ **هـازار فـايز أحمـد جـابر** لنيـل درجـة الماجسـتير فـي كليـة *التجـارة/* قسـم إدارة الأعمال وموضوعها:

العلاقة التبادلية بين القادة ومرؤوسيهم وعلاقتها مع مقاومة التغيير في قطاع غزة
مؤسسة ميرسي كور كدراسة حالة

The Relationship between Leader-Member Exchange and Resistance to Change at the Gaza Strip – Mercy Corps as a Case Study

وبعد المناقشـة العلنيـة التـي تمـت اليـوم السبت 30 صفر 1437هـ، الموافـق 2015/12/12م الساعة العاشرة صباحاً بمبنى القدس، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

د. سـامي علـي أبـو الـروس	مشـرفاً و رئيسـاً	....
د. رشـدي عبد اللطيـف وادي	مناقشـاً داخليـاً	....
د. وائـــل محمـــد ثابـــت	مناقشـاً خارجيـاً	....

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية *التجارة* /قسم *إدارة الأعمال.*

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

أ.د. عبد الرؤوف علي المناعمة

بسم الله الرحمن الرحيم

{ ادْعُ إِلَىٰ سَبِيلِ رَبِّكَ بِالْحِكْمَةِ وَالْمَوْعِظَةِ الْحَسَنَةِ ۖ وَجَادِلْهُم بِالَّتِي هِيَ أَحْسَنُ ۚ إِنَّ رَبَّكَ هُوَ أَعْلَمُ بِمَن ضَلَّ عَن سَبِيلِهِ ۖ وَهُوَ أَعْلَمُ بِالْمُهْتَدِينَ }

سورة النحل: [آية:125]

Dedication

To the soul of my lovely son... my heart Mohammed

To the greatest man I have in my life who is the relief of my life .. my lovely father

To My husband who supports me in each step of the way and for being a great source of motivation..my beloved husband "Ayman"

To the light of my eyes... my kids "Karam, Zaina, Judi"

To the biggest heart with the most loving care
which they gave to me, who sacrified a lot for me to be what I am now my aunts
"Itidal, and Yousra"

To all who encourage, support, and help me

I dedicate this research

Acknowledgements

First and foremost, enormous gratitude to my supervisor Dr. Sami Abu Al Ross who provided me the support, endless patience, guidance and intellectual stimulation to complete this thesis and more importantly I would never have gained the priceless knowledge that he so generously shared with me.

Sincere gratitude is expressed to the discussion board members, Dr. Rushdi Wadi and Dr. Wail Thabit for their comments and discussion of this thesis.

To all my colleagues at Mercy Corps, who helped me in distributing the questionnaire and collecting the required data, and who provide me valuable input to conduct this research.

My warmest thanks to my family: to my father, my brothers and sister, to my friends. You all, in various ways, contributed to this work. My gratitude to all of you is boundless.

To my aunts whom first taught me the value of education and critical thought. , their support, encouragement, and constant love have sustained me throughout my life.

Whilst words could not pay their dues, to my husband for his constant love and support, who has encouraged me throughout my academic career. Thank you for your belief in me. You have been my pillars of strength!

Finally, my appreciation is presented to all who provide me an advice, support, information, or encouragement in order to complete my master study.

Hazar Jaber

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Abstract

This study aimed to measure the relationship between leader member exchange dimensions and resistance to change within Mercy Corps' working team at the Gaza Strip. In addition, it aimed to find the best methodologies that practitioners might apply to contribute to organization's success through managing change, handling organizational resistance to change and discovering the staff tendency towards it. Besides, it meant to recognize the factors and influences that reduce the resistance of organizational change within Mercy Corps' working team at the Gaza Strip. Focusing on employees' affect, loyalty, contribution and professional respect, the current study aimed to develop strong leader-member interaction approaches.

Based on the analytical approach, the primary data was collected using questionnaires that were distributed amongst the working team of Mercy Corps Gaza employees; the filled questionnaires were 81.

The most important results of the current research are regarding the employees' evaluation of LMX overall, and that the values for LMX dimensions were high. Remarkably, this has been supported by the employees' views about the significant effect of multidimensional LMX. The study has revealed further results as follow:

- The extent of leader member exchange among Mercy Corps employees is high.
- LMX can work by strengthening and increasing the relationship between leaders and their members.
- Mercy Corps members reflected a perfect image of Mercy Corps because of the existence of fair salary scale, and fair incentives system in a healthy work environment.
- The levels of affect and loyalty between leaders and members among Mercy Corps-Gaza employees is high.
- Mercy Corps leaders' experience contribute to build strong relationship with employees.
- The level of professional respect among Mercy Corps-Gaza employees is high.

In the light of the study findings, the research makes the following recommendations:

- It is important for Mercy Corps to delegate more power to their members.
- The management of Mercy Corps should develop better incentive and tangible rewarding programs for further recognition.
- Members should be encouraged to participate in decision making regarding the work progress.
- Mercy Corps should enable members to participate in the development of programs of change.
- It is important to draw leader's attention to the importance of communication in the leadership process.

Abstract in Arabic
ملخص الدراسة

هدفت هذه الدراسة الى قياس العلاقة التبادلية بين القائد والعضو وعلاقتها بمقاومة الموظفين للتغير داخل مؤسسة الميرسي كور في قطاع غزة. كما وهدفت إلى إيجاد افضل الوسائل التي يمكن للمهنيين تطبيقها من أجل المساهمة في إنجاح عمل المؤسسة وذلك من خلال إدارة التغير والتعامل مع مقاومة الموظفين ميولاتهم نحوه. كما هدفت إلى التعرف على العوامل والمؤثرات التي تؤدي إلى تقليل مقاومة التغيير في مؤسسة الميرسي كور في قطاع غزة. وهدفت إلى وضع طرق عملية للتواصل ما بين القائد وأعضاء الفريق وذلك من خلال التركيز على الأبعاد الأربعة التالية: التأثير والولاء والمشاركة والاحترام المهني.

استناداً على المنهج التحليلي، قامت الباحثة بجمع البيانات من خلال الاستبانات التي قام بتعبئتها الموظفين العاملين في مؤسسة الميرسي كور في قطاع غزة، حيث بلغ عدد الاستبانات التي تم تعبئتها 81.

ومن أبرز النتائج التي توصلت لها الدراسة من خلال تقييم التبادل بين القائد والعضو وأبعاده، تبين ان هنالك دور كبير لهذا المنهج في تقليل مقاومة الموظفين للتغير. كما أظهرت الدراسة النتائج التالية:

- مدى تطبيق التبادل بين القائد والعضو يعتبر مرتفع بين الموظفين العاملين في مؤسسة الميرسي كور في قطاع غزة.
- التبادل بين القائد والعضو يعزز ويزيد العلاقة بين القادة والأعضاء الأقل مرتبة إدارية.
- يعكس أعضاء مؤسسة ميرسي كور صورة مثالية عن المؤسسة بسبب وجود سلم رواتب عادل، ونظام حوافز عادل في بيئة عمل مميزة.
- مستويات التأثير والولاء بين القادة والأعضاء مرتفعة بين الموظفين العاملين في مؤسسة الميرسي كور في قطاع غزة.
- خبرات القادة في مؤسسة الميرسي كور تساهم في بناء علاقات قوية مع الأعضاء.
- مستوى الاحترام المهني بين القادة والأعضاء في مؤسسة الميرسي كور عالي.

أهم توصيات البحث:

في ضوء ما توصلت إليه الباحثة من نتائج، قامت بتقديم التوصيات التالية:

- توصى مؤسسة الميرسي كور بتفويض الأعضاء صلاحيات أكثر للعمل.
- توصى إدارة المؤسسة بتطوير نظام حوافز والمكافأت داخل المؤسسة بشكل يتناسب أكثر مع الأعضاء.
- توصى إدارة المؤسسة بتشجيع الأعضاء للمشاركة في اتخاذ القرارات المتعلقة بسير العمل.
- توصى إدارة المؤسسة بتمكين الأعضاء من خلال تطوير برامج التغيير.
- توصى إدارة المؤسسة بتنويه القادة إلى أهمية الاتصال والتواصل في العملية الإدارية.

Chapter -1-

The Research General Framework

- **Introduction**
- **The Research Problem Statement**
- **The Research Hypotheses**
- **The Research Variables**
- **The Research Objectives**
- **The Research Importance**

Chapter One-The Research General Framework

Introduction

The traditional leadership theories are used to shed lights on the personal traits of the leader, the nature of the situation and the extent of collaboration between a leader and followers. The purpose of this research is to examine the impact of leader member exchange dimensions on employees' resistance to change. Many research studies have shown that leaders have a strong effect on their subordinates' behavior and attitudes **(Dam et al., 2008)**. This relationship is often referred to as the Leader-Member Exchange (LMX) relationship, which demonstrates the relationship between supervisors and subordinates during their work **(Bhatti et al., 2013)**.

Practically speaking, many of organizational change programs fail because of employees' resistance to change or management approaches that neglect the human dimensions during change **(Wittig, 2012)**. In other words, the quality of LMX relationships affects employees' resistance to the change. However, resistance to change is a significant factor throughout organizational changes since it has consequences such as decreasing employee' satisfaction, output, absenteeism and turnover rates **(Dam et al., 2008)**.

In this context, many of previous research studies examined the way in which employees deal with organizational change and manage uncertainty **(Bordia et al., 2004)**.

Nevertheless, few studies are concern of employees' emotions and the way employees regulate their emotions during organizational change. Emotion control is important in change circumstances since the way people control their emotions affect the way they respond to perceived challenges and opportunities **(Mutihac, 2010)**.

Little research attention is given for the relationship of leaders and their followers during organizational change. The quality of relationships between supervisors and subordinates is often studied through LMX theory. Such kind of relationships is considered as high quality relationship; in which trust, loyalty and mutual respect are demonstrated, while they are considered low quality relationships, when mistrust, low respect, and absence of loyalty are demonstrated **(Morrow et al., 2005)**. People with high quality LMX relationships that used to interact extensively, and provide more time, direction, information, and emotional support are luckier than those in low-quality relationships **(Agarwal et al., 2012)**.

Mercy Corps has well-known experience and leadership position with strong brand recognition among humanitarian International Non-Governmental in the Gaza Strip. Mercy Corps depends mostly on its employee to continue this good reputation, whom responsibility is to warrant appropriate implementation of Mercy Corps programs, the ones that the organization rely on to keep this image and to persist success **(Mercy Corps, 2014)**.

In this respect, this study is being planned to tackle this issue within an INGO working in Gaza; Mercy Corps. The overall goal of this study is to examine the extent that leader member exchange dimension influence resistance to change within the target organization.

The Research Problem Statement
The LMX issue has been tackled in many studies worldwide, but no sufficient attention was paid to examining the four dimensions of LMX; affect, loyalty, contribution, and professional respect.

Concerning the Gaza Strip and according to the researcher knowledge the issue of LMX had not been studied thoroughly and needs to be deeply, investigated to come up with practical solutions to overcome employees' resistance to change. This helps in enhancing organizational competitiveness as well as employees work conditions and behaviors. Once employees feel fair treatments, they develop attitudes and behaviors that contribute to the success of enacted organizational change. Thus, managers need to consider and understand this in order to unleash the employees' natural talents, enthusiasm, spirit of team and trustworthiness.

In today's competitive environment, organizations consider change as an important factor for their success and development. Applying Change Management is justified by the fact that the ability to deal with change can be a key factor for gaining competitive advantage that organization needs to endorse in order to be more sustainable. Balogun and Jenkins, 2003 reported that up to 70% of organizational change processes fail to achieve the objectives of the change and about two thirds of the companies fail to achieve their objectives.

Resistance is something that needs to be understood, accepted and managed, it depends on the extent at which it creates and keeps a climate that minimizes resistance behavior and adopts acceptance and support. Hence, this study will examine the leader member exchange dimensions that enable managers to overcome employee resistance through handling and alleviating it.

A key element in the change process and avoiding resistance is developing strong relations between managers and employees. If the relation is outstanding during the change process, everyone in the organization understands the need for change; the changes and influences. However, if the relation is poor, only people who are responsible on changing process recognize and understand the changes whereas the others become resistant to that change.

Accordingly, the research main question is **"Up to what extent the leader member exchange influences the employees' resistance to change?"**

The Research Hypotheses
The following are the research hypothesis:

1. There is a statistically significant relation at ($\alpha=0.05$) between Leader member exchange and resistance to change since the research hypotheses varies as the followings:
   a. There is a statistically significant relation at ($\alpha=0.05$) between affect and resistance to change at Mercy Corps – Gaza.
   b. There is a statistically significant relation at ($\alpha=0.05$) between loyalty and resistance to change at Mercy Corps – Gaza.
   c. There is a statistically significant relation at ($\alpha=0.05$) between contribution and resistance to change at Mercy Corps – Gaza.

d. There is a statistically significant relation at (α=0.05) between professional respect and resistance to change at Mercy Corps – Gaza.
2. There is a statistically significant differences at (α=0.05) between the responses of the respondents about the impact of LMX and resistance to change Mercy Corps – Gaza.
3. There is a statistically significant differences at (α=0.05) between the responses of the respondents due to personal and organizational characteristics Mercy Corps – Gaza.

The Research Variables

Resistance to change (dependent variable) is affected by more than one (independent variable) (called LMX four dimensions) that achieve high quality leader member exchange. According to Liden and Maslyn, (1998) the LMX four dimensions are the followings:
1. Affect
2. Loyalty
3. Contribution
4. Professional respect

Figure 1.1: Research Variables
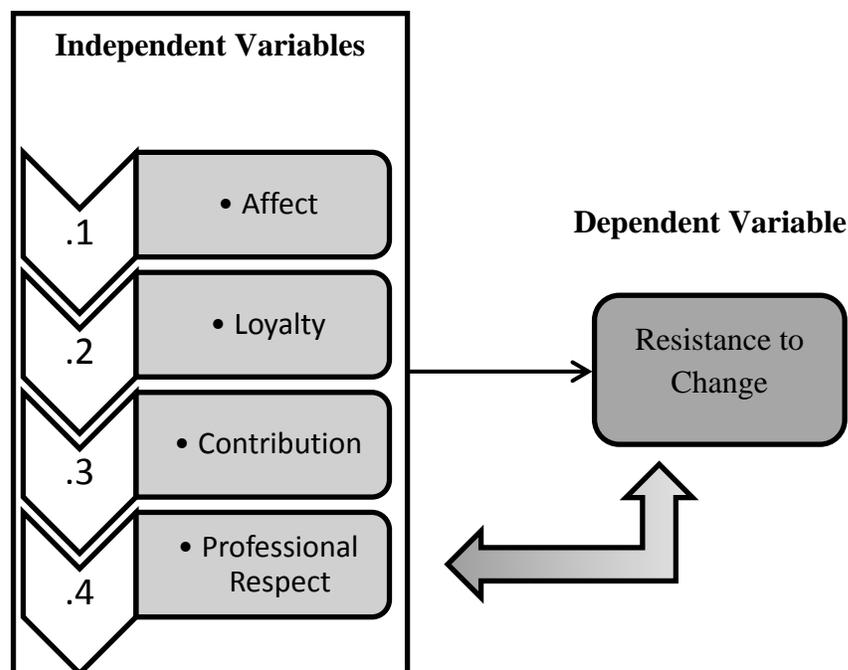
Source: Articulated by the Researcher (2015)

The Research Objectives

1. Examining the influence of LMX dimensions on employees' willingness to accept occupational change.
2. Investigating the overall quality of leader-member exchange (LMX) from the employees' perspective.
3. Examining the role of LMX as a full mediator between leaders' empowering behavior and employees' proactive behavior aspects.

4. Giving insight for practitioners to contribute to organization's success through managing change, handling organizational resistance to change and discovering the staff tendency towards it.
5. Identifying obstacles and problems that adversely affect LMX in Mercy Corps.
6. Identifying the factors and influences that reduce the resistance of organizational change in Mercy Corps
7. Recommending and outlining areas where development, improvements could be undertaken to further improve and develop a strong leader-member interaction particularly focusing on employees' affect, loyalty, contribution and professional respect.

The Research Importance

The research topic is considered new by all terms considering Gaza context, which makes it challenging from one hand but beneficial from the other hand especially when considering the outcomes at the following levels:
1. Research importance at the Academic level: The research will be considered significant reference as considering advanced techniques in leader member exchange and more significant when considering a case study from Gaza that will add value and enhance the references set in the relationship between managers and followers and change management experienced by organizations working in Gaza. The research will also constitute a base-foundation to further academic researches that explore in more details the use of modern techniques to overcome change resistance. This study suggests that the success of employees' willingness to change may depend on the quality of the relationships between them and their supervisors. Leader-member exchange (LMX) theory has developed into one of the more important and useful approaches for studying hypothesized linkages between the exchange relationships between managers and their subordinate and their behaviors, attitude, and outcomes.
2. Research importance to Mercy Corps and other organizations: Mercy Corps and other organizations working in Gaza are struggling to survive and to use modern techniques in dealing with their employees since it helps modern organizations to overcome all problems caused by organizational change; many organizations have failed to continue because of employees' resistance hindrances. Moreover, it smooth the organizational development through helping staff to get adapted and accept the change enacted within. In addition to that it has a strong influence on subordinate willingness to accept change through enhancing relationship between managers and subordinate – a result of LMX – pushes towards a positive organizational change to alleviate the stressful atmosphere that caused by employees' resistance to change within the organization and finally by applying advanced knowledge in this field is becoming crucial.
3. Research importance to the researcher: Researcher current capacity as senior program support officer managing the largest program at Mercy Corps it gives the researcher an opportunity to display the problem that she noted during her work aimed to improve employees, and to enrich her knowledge in change management, and gain new techniques in dealing with subordinates.
4. Research importance to the society: Good leaders and followers' relationship will enable organizations to manage change successfully. This will keep staff motivated and positive about change. Consequently, this will decrease absenteeism, employees seem more interested, arrive early and having high rates of organizational commitment. This, in turn, will be reflected on the services that are provided to beneficiaries through good communication, and providing high quality of services.

Chapter -2-

The Research Literature Review

- **Section One: Leader Member Exchange**
- **Section Two: Resistance to Change**
- **Section Three: Mercy Corps Profile**

Chapter Two - Literature Review

Section (1) – Leader Member Exchange

Introduction

LMX theory constantly remind leaders to be alert and thoughtful of the way of dealing with subordinates henceforth, it encourage leaders to be fair with their followers and let each of them to be engaged in the work unit. Moreover, it encourages leaders to keep mutual respect, trust with all followers recognizing their uniqueness. Most of the previous studies are concentrating mostly on organizational outcomes that influenced by the quality of LMX relationship. LMX quality in the research is mainly linked with performance issues, job problems, job satisfaction, and turnover. Followers that have high-quality relationships with their leaders anticipated greater job accountabilities and contributed more to work units and they are higher performers **(Northouse, 2010, p.158).**

According to LMX theory, leadership is made when leaders and followers are able to develop "incremental influence" with each other's that creates behavior exceeding what is required by the work contract, through development of high-quality relationships, they are able to create "willing followership" with subordinates in the work unit. Studies shows that high-quality LMX is allied with increased subordinates satisfaction level, autonomy and productivity, and decreased turnover intentions, increased benefits, and quicker promotion rates. On the other hand, low quality relationships are associated with negative work outcomes, including low job satisfaction and commitment, greater feelings of unfairness, lower performance, and higher stress. Recent discussions of LMX suggest that to generate strong leadership, managers should try to develop high-quality relationships with all subordinates **(Schermerhorn et al, 2012, p. 313).**

Organizations need strong leadership and management for optimum effectiveness, and leaders are need it these days in order to be able to challenge, create visions for the future, and influence their team to achieve the visions **(Robbins, 2014, p.179).**

This section will discuss some basic approaches of leadership, illustrate the concept of leader member exchange theory is, the development of LMX perspective, how to build high-quality leader-member exchange relationships with all employees, the importance of applying leader member exchange, its strength points, and its criticism.

What is Leadership?

One of the most accurate definitions in leadership, which is mentioned by Katz and Kahn is "the ability to influence subordinates more than the influence of managers as a result of their authority". This definition suggests that any boss can be described as a leader when has an influence on subordinates by their own desires and not because of the rules and regulations or the fear of disciplinary actions that can result from organizational procedures **(Deiry, 2011, p. 165-166).**

Also, it is defined as the art of dealing with human being, or the art of influencing human behavior to direct a group of people toward achieving specific goals in a manner that ensure obedience, trust, respect, and cooperation between each other's, also it known as the art of directing and influencing followers **(Al Ajami, 2008, p. 30).**

Another definition for leadership is the ability to encourage people toward the accomplishment of a vision or set of goals. This influence could be formal as managerial position in an organization when the organization gives their managers formal rights but cannot guarantee they will lead effectively. While non-authorized leadership; the ability to influence outside the formal hierarchy of the organization and this would be more important than formal influence **(Robbins, 2014, p. 178).**

Moreover, it is defined as the ability to influence, motivate, and supporting others to contribute toward the effectiveness and achievement of the organizations **(McShane, 2010, p. 360).**

After considering all leadership factors, the researcher proposes that leadership is the process of helping individual and shared efforts to achieve communal objectives, and it is the process of inspiring others to agree about what is needed to be done and the way do it.

Leadership Theories

Leadership topic is too big and supposed to be so critical; it has created a vast body of literature, each researcher tried to clarify leadership from a different perception. Generally, there are four different approaches to leadership are widely known and accepted, for example, Traits theory, Behavioristic theory, Contingency theory and Charismatic theories of leadership **(Alimo-Metcalfe, 2005).**

1. Trait Theories: The trait model of leadership depends on the characteristics of successful and unsuccessful leaders, and used to guess leadership effectiveness. Successful leaders certainly have interests, abilities, and personality traits that are different from those of the less effective leaders. For over a century researchers have tried to classify the main characteristics that distinct leaders from non-leaders. Trait perceptions assume that traits play a central part in distinguishing between leaders and non-leaders. Unfortunately, few of the same traits were identified across Studies, in addition to insufficient theory, poor measurement of traits, and the confusion between managing and leading. While recent research has generated gifted results. A number of traits would help in recognizing important leadership strengths. Main traits of leaders contain ambition, motivation, honesty, self-confidence. They also desire power as a means to achieve a vision or set of goals. Meanwhile, they need to be emotionally mature enough to know their strengths and weaknesses. Besides, they need authenticity; since without trust, they will not be able to keep the loyalty of their followers. Leaders should encourage toward achieving organizational goals and the ability to deal with the large amount of information they receive on a daily basis. Additionally, leaders should have a good understanding of their social background and own wide knowledge regarding their industry, company, and career **(Schermerhorn et al, 2010, p. 306-307).**

2. Behavioral Theories: The failure of trait theory in explaining leader effectiveness led to additional researches concentrating on behavioral style of leadership; it assumes that leadership is dominant to performance and other outcomes. Two classic research programs at the University of Michigan and at the Ohio State University offer beneficial vision into leadership behavior are illustrated below: **(Deiry, 2011, p. 167-174).**

    a. Michigan Studies researchers at the University of Michigan identify the leadership pattern into two basic forms of leader behaviors: employee-centered and production-centered. Employee-centered supervisors are those who have strong emphasis on their subordinates'. Whereas, production-centered; supervisors are more concerned with having the work done. In general,

employee centered supervisors were found to have more productive workgroups than did the production. Employee-centered supervisors are sensitive to followers' feelings and tries to make things satisfying for their followers. In contrast, production-centered supervisors tend to be more concerned with defining task requirements and other aspects of the work agenda.

    b. The Leadership Grid approach was developed by Robert Blake and Jane Mouton based on additions of the Ohio State dimensions in which results are plotted on a nine positions grid in which interest on production is on the horizontal axis and interest on people are on the vertical axis, 1 is the minimum concern and 9 is maximum concern. For example, those with a 1/9 style have low concern in production and high concern in people called "country club management." They do not concentrate on task accomplishment but focus on the attitudes, feelings, and social needs of people. Equally, leaders with a 1/1 style have low concern for both the production and people called "impoverished," whereas a 5/5 style is characterized by "middle of the road." A 9/1 leader have high concern for the production and low interest for people are a "task management" style. Finally, a 9/9 leader, high on both dimensions, is considered to have a "team management" style, the supreme leader in Blake and Mouton's framework.

3. Contingency theory: Fiedler's contingency theory suggests that leader success depends on both leader style and the situational characteristics. The previous trait and behavior approaches ignore the method a specific situation affects a leader's effectiveness, and this effectiveness is determined by both the specific characteristics of subordinates and certain situations in which they find themselves. Fiedler's theory focus on two important matters, some leaders will be more effective than another however they both have the same degree of authorizations, a specific leader could be effective in specific situation but not in another **(Al Ajami, 2008 , p. 33)**.

4. Charismatic leadership: Robert House is the first one who considered charismatic leadership in terms of organizational behavior. He defines charismatic leadership theory as an extra-ordinary issue and leadership capabilities followers observe in leaders' certain behaviors, many studies tried to identify charismatic leaders characteristics. They adopt a vision, and take the plunge and are countable to achieve that vision; they show extraordinary behaviors and sensitive to follower needs. They tend to be overenthusiastic, positive, show confidence, and results oriented. They build their followers capacities, self-respect and confidence; also, they put high expectations and confidence that they will be able to accomplish them successfully. Besides, charismatic leaders represent a good example for their followers; a leader through words and actions expresses a new set of values to let followers to imitate. Finally, the charismatic leader engages in emotion-inducing and often unusual behavior to exhibit courage and persuasion about the vision **(Robbins & Judge, 2013, p.379-380)**.

The Concept of Leader Member Exchange Theory

LMX theory firstly described by Dansereau, Graen, & Haga (1975), Graen & Cashman (1975) and Graen (1976) Revisions. The theory has experienced a number of revisions since its inception and still attracting interest to researchers. LMX theory challenges the assumption that leaders treat followers in a collective way, as a group. It directed attention to the differences that might happen between the leader and each of their followers **(Northouse, 2010, p. 147-148)**.

Moreover, it is defined as a role making process description between supervisors and their subordinates and the interchange relationship between them that grown during the time. Formerly, it is called vertical dyad linkage theory for its concentration on mutual influence process through vertical dyad; consists of a one has a direct power and authority rather than the other **(Yukl, 2006, p. 117)**.

Lunenburg (2010) stated that many theories of leadership propose that leaders act in the same way toward all members of their work group. Actually, leaders often behave differently toward different subordinates, and develop different kinds of relationships with them. This standpoint on the leadership process is provided by the leader-member exchange theory (LMX).

Additionally, Leader member exchange (LMX) theory supports leaders' establishment of in-groups and out-groups; subordinates with in-group status have higher performance rates, less turnover intentions, and more job satisfaction **(Robbins, 2013, p. 412)**.

It is also called psychodynamic theory; the importance role of leaders as a function of psychodynamic exchange and the interaction between supervisors and subordinates; leaders provide continuous supervision and direction accompanied by members' encouragement **(Gill, 2013, p.76)**.

Leader member exchange theory claims that supervisors creating distinctive relationships with small groups of their subordinates called in-group; followers receive inconsistent attention, trust and special attention. Other subordinate categorized in out-group. Indirectly, all leaders classify their followers as in group and out group and the stable relationships between them **(Robbins 2013, p. 210)**.

In the second place, they agreed that Leader-member exchange (LMX) theory conceptualizes leadership as a process that is centered on the interactions between a leader and subordinates. Meanwhile, most of leadership theories focus on leaders: trait approach, skills approach and style approach, other theories focus on the follower and the context such as situational leadership, contingency theory, and path-goal theory. This is clear through LMX theory dimension **(Figure 2:1)** which presents the focal point of leadership process that makes the dyadic relationship between supervisors and subordinates **(Northouse 2010 , p.148)**.

Figure 2.1 Leadership Dimension
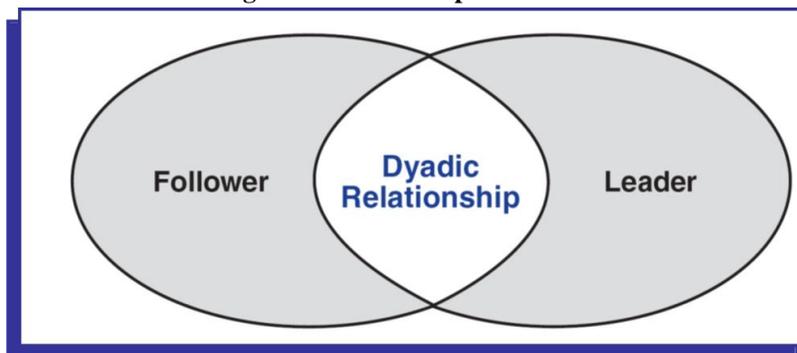
Source: Northouse, 2010, "Leadership Theory and Practice", p.148

Leader member exchange (LMX) is also known as the vertical dyad linkage model. There is (two persons) dyadic relationship in which the leaders and followers relationships are influenced by each

other for example followers who are committed and exerted much more efforts to their work units are encountered of leaders satisfaction and compensated with leaders resources such as: attention, information and trust **(Luthans, 2011, p. 423)**.

Others find that Leader member exchange focused on the Leader-Follower dyad; concerned of the features of the leaders and followers and the relationship between each other's **(Gill, 2013, p. 77)**.

Development of LMX Perspective

Research started from the time when the concept of leader member exchange was first examined, in 1972 is reviewed with regard to the theoretical, measurement, and analytic availability of LMX studies, it is shown that the conceptual definition of LMX and its dimension have developed overtime, the researcher tries to summarize the evolution of LMX theory over nearly 30 years:

1. Role Theory and the Negotiating Latitude Construct: The original theoretical base of the LMX is the role theory as developed by Kahn, Wolfe, Quinn, Snoek, and Rosenthal in 1964, which proposes that organizational members achieve their duties through roles. Further, both Katz and Kahn (1966) refined the role theory model, in which the leaders transfer to followers his/her expectations regarding the suitable role behavior of the member (role expectation). The member in return receives and understands these sent expectations (received role) and then they could modify their role behavior. Lastly, the follower's role behavior communicates feedback to the leader (monitored behavior).Additionally, three sets of complicating factors are included in Katz and Kahn (1966) model; they included personality factors, which contain the compatibility of leaders and member's style and preference, and all researchers even Katz and Kahn ignore those factors. Dansereau, Graen, and Haga, Graen and Cashman (1975) defined negotiating latitude as the degree to which a supervisors permit members to identify their own role development, and they assumed that negotiating latitude construct was essential to the evolution of the quality of leader-member exchange. The construct measured by the member's understanding of supervisor's flexibility in allowing making changes in their job and supervisors desire to use the formal authority to be able to solve a problem. **(Liden et.al, 1998, p.48-50)**.

2. Initial Framework of LMX Based on Role Theory: Based on the role theory that developed by Kahn, a theoretical base of the LMX model of leadership was developed by Graen in 1976; who indicated that members achieve their work through roles and that it is significant to study. The nature of roles in an organization as well as the processes that describe and develop roles. Next, Dienisch, and Liden in 1986 develop a model that included attribution theory, role theory, social exchange, leadership, and upward influence. The first step in their model is the first interaction between leaders and followers, they assume that both leader and followers characteristics will affect the relationship between them and the development process as well. In the second step of their model leaders attempt to conduct examination for their members capabilities through work tasks, the followers make attribution to the leaders tasks. Following the leader make an attribution to the followers behavior to be able to explain those behaviors, and they proposes that those attributions is affected of many biases for instance work environment, the size of the work group, culture, and policies of the organization. Graen and Scandura 1987 present second extended model of LMX; there are three-phase socialization process in Graen's extended model focusing on behaviors between the leader and followers through an undetermined period as described below:

a. Role Taking: the desired role is communicated to followers by the leader, with no mutual contribution from followers
b. Role Making: the relationship develops and both leaders and followers contribute to defining the role of the member.
c. Role Routinization: the nature of the interaction becomes routine and established.

Based on Dienish, Liden 1986, Graen, and Scandura 1987, there are many variables affecting the development of LMX especially the role making which focus on the first interaction, performance, skills, and proficiencies. Additionally, they added that LMX development is affected of upward influence tactics, they also assumes that leaders and followers that there are many variables affecting the development of LMX such as leader's personality, work group unity, and organizational culture and policies **(Burns & Otte, 1999, p.227-231).**

In short, the theory was developed by Graen 1975, Dienish and Liden 1986, and Graen and Scandura 1987 in which they presented a framework upon which most of LMX research based on it **(Liden et.al, 1998, p.48-50).**

3.In-Group and Out-Group Subordinate Status: Graen and others proposes that members roles are divided into two general types of relationships which based on extended negotiated role responsibilities (defined extra roles) and called in-group relationships characterized by mutual trust, respect, liking, and reciprocal influence. In addition, they receive more information, influence, confidence, and concern than out-group members, which based on formal employment contract (roles) and characterized by formal communication based on job descriptions. This will be clear on **(figure 2:2)**

Figure 2.2 In group and out group
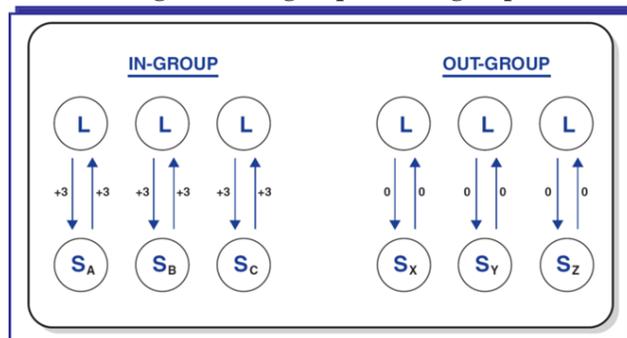
Source: Northouse, 2010, "Leadership Theory and Practice", p.150

In-group and out-group status depends on how well subordinate works with the leader and how well the leader works with the subordinate and how subordinates involve themselves in expanding their role responsibilities with the leader. It determines whether they become in-group or out-group participants since, becoming part of the in-group involves subordinate negotiations in performing activities beyond the formal job description **(Northouse, 2010, p. 148-150).**

Leaders create in-groups and out-groups, and subordinates with in-group status will have higher performances ratings, less turnover, and greater satisfaction with their superior **(Robbins 2013 , p. 210).**

Besides, in group subordinates get more information, influence, confidence and concern from leader and they are more reliable, highly involved and communicate more than out-group who are less friendly with leader and they usually come to work, do their job **(Yukl, 2006, p. 117).**

Additionally, in-group members' responsibilities larger than out-group, rewards more, and given more attention. The leader gives these members some freedom in their roles. They work inside the leader's inner circle of communication. However, out-group members are outside leader's inner circle of communication, they are given less consideration and fewer rewards, and by formal rules and policies, they are managed. Equally important, the main idea behind leader-member exchange (LMX) theory is that leaders form two groups, an in-group and an out-group, of subordinates. In-group followers are received greater accountabilities, more rewards, and more consideration. They work within superior's inner circle of communication. While, out-group members are outside the superior's inner circle, given less attention and fewer rewards, by formal rules and policies they are managed. Therefore, in-group members have higher productivity rates, more satisfied, more motivated. Consequently, leaders should enlarge their out-group and have as many as of followers in his inner circle of communication **(Lunenburg, 2010, p.1-2).**

Table 2:1: Comparison between in group and out group

In- Group	Out- Group
Leaders-followers have a significant relationship beyond job responsibilities.	Leaders-followers have a strictly professional relationship.
Express higher confidence, trust and support for one another.	Have basic interactions required to perform job roles and responsibilities.
Receive more information, additional jobs, rewards and opportunities	Receive information and support necessary for job performance, no additional jobs or opportunities

Source: Articulated by the researcher (2015) based on the previous studies

Because of time pressures, leaders form a special relationship with a small group of followers the "in-group"; trusted, more exchanges and gets more time and attention from the leader, while the other followers are in the "out-group" get fewer exchanges, less leader's attention and tend to have formal relationships with their supervisors. The classification criteria for subordinates who falls into in-group or out-group is vague. However, there is an indication for example in-group have some demographic and personality features are similar to their leaders or have high level of capabilities and skills than out-group individuals, (see figure 2:3) in which the leaders and followers have high quality relationship are found in the same gender **(Robbins, 2014, p. 184).**

Figure 2.3 Leader Member Exchange Theory
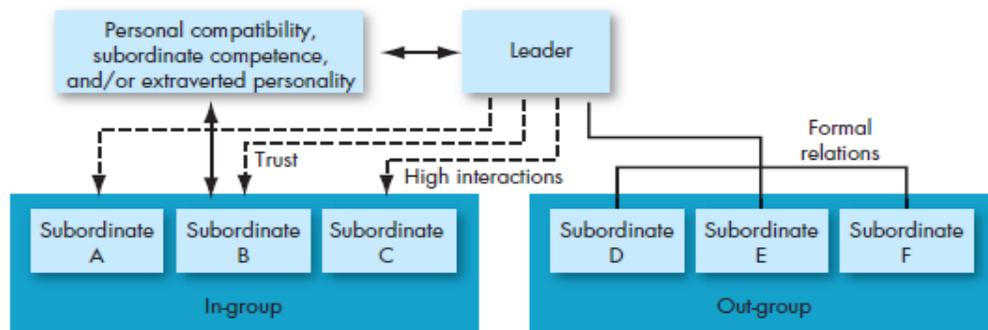
Leader member exchange theory, formerly known as "life cycle model" with three stages, the relationship initiates with an initial testing stage; superiors and followers assess each other's intentions, attitude, and possible resources to begin reciprocal role expectation and it is linked to transactional leadership. Some relationships skip to the second stage in which the exchange relations settled through the development of mutual trust, respect, and loyalty. While some relations proceed to the third stage (mature stage); it links to transformational leadership **(Yukl, 2005, p. 118).**

The low or high quality of the LMX between subordinate and their boss pass over three phases, as follows:

a. Stranger phase: The leader and a newcomer employee follow formal organizational roles. They begin their relationship on a formal basis; concentrates on an exchange relationship lack any sense of caring and thoughtful. Apparently, if the subordinate does not meet minimal performance expectations on time, the subordinate expected to be fired.

b. Acquaintance phase: The leader and followers start to exchange more information professionally or personally. This is a serious stage. If this stage is fail, the dyad expected to relapse to the stranger phase, in spite of the subordinate is meeting performance standards.

c. Mature partnership phase: here, the exchanges are not just duties and performance. They include emotional connections. There are a kind of mutual liking, loyalty and support, professional contributions and commitments to each other, mutual professional respect, and trust. In return, the leaders provide followers with the needed assistance **(Hellriegel, 2005, p. 323).**

4. Modern Contemporary: Initial research primarily addressed differences between in-groups and out-groups while later research addresses how LMX theory was related to organizational effectiveness and focus on the quality of leader-member exchanges resulting in positive outcomes for leaders, followers, groups and organizations in general. Recent studies found that high-quality leader-member exchanges resulted in less employee turnover, more positive performance appraisals, higher promotions rates, greater organizational commitment, more desirable work obligations, better job attitudes, more helpfulness and support from the leader, more participation, and faster career progress **(Northouse, 2010, p. 150-151).**

When leaders and followers have good exchanges, they feel better, accomplish more, and the organization prospers. Previous research shows that in-group subordinate have higher rates of

performance, citizenship behaviors engagement, and shows high level of satisfaction from their leaders, and this is as a results of leaders' attitude towards them since leaders usually spend their resources within group members expecting best performance and believing in their skills, knowledge and capabilities. Consequently, out-group members' performance will be affected because organizational justice is the essence of LMX theory and high performance rates **(Robbins, 2013, p. 210).**

How does LMX theory work?

The theory works in two methods, descriptive and prescriptive; the central notion is the dyadic relationship. Descriptively, it is essential to identify existence of in-groups and out-groups in the organization, and the significant differences in how goals are accomplished using in-groups versus out-groups; working with in group members will enable leaders to perform duties effectively; followers are willing to do the delegated tasks eagerly, works beyond their job description, and search for more innovative ways to exceed the required goals, and in turn, leaders will give them more information, influence, confidence, and concern. While out groups members perform activities within their formal job description. Prescriptively, LMX understood within the leadership making model; in which leader forms special relationships with all subordinates as in group relationships. Leader should provide each subordinate an opportunity to have new roles and responsibilities, moreover, leaders should encourage high-quality exchanges with all subordinates, this would be better than concentrating on differences, leader focuses on ways to build trust and respect with all subordinates resulting in entire work group becoming an in-group **(Northouse, 2010 , p. 154).**

Figure 2.4 The Leader Member Exchange (LMX) Model
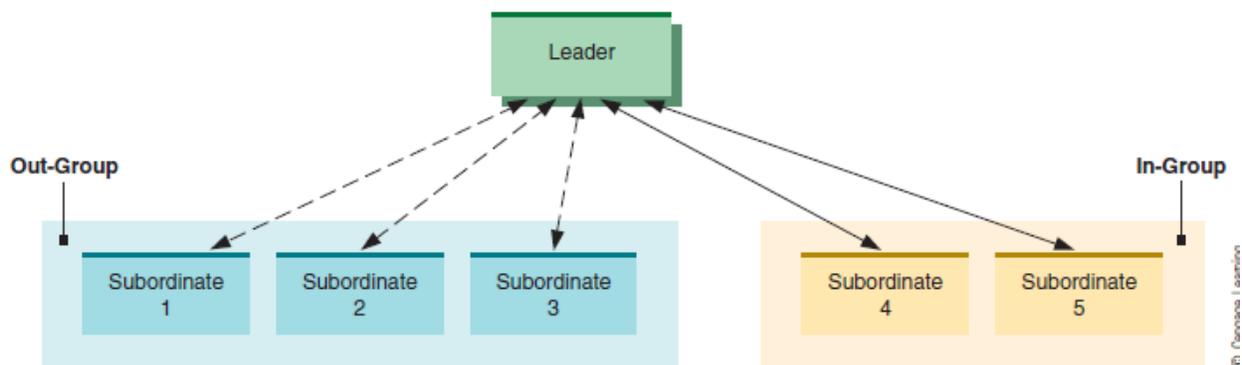
Source: Griffin and Rhead, 2014 "Organizational Behavior Managing People and Organizations", p.351

Previous studies proposes that leader's behave with their followers in the same way, as supposing that parents deal with each of their children in the same way. Conversely, Graen suggested that the leader–member exchange (LMX) theory of leadership, which illuminate that there is no such thing as constant leader behavior towards all subordinates. A leader may be very kind, respectful toward one subordinate and very firm, and inflexible with another. Each relationship has its distinctiveness, and it is the one-on-one relationships that determine subordinates' behaviors.

The LMX approach proposes that leaders categorize subordinates into in-group members and out-group members. In-group members share a common interest and they share with the leader. Out-group members do not have interest in common with the leader and do not cooperate much with leaders.

Research shows that in-group members are more positive about the organization culture and have higher rates of job performance and satisfaction rather than out-group members; the type of person the leader doesn't like to work with, and this attitude is probable to become expected prophecy because out-group members receive less challenging duties, receive little support, become uninterested with the job. They have a lower quality relationship with their leader **(Gibson. et al, 2012, p. 334).**

Moreover, the LMX theory concentrate on the pairing relationship; there is independent and different relationship between a leader and each subordinate and it differ on the relationship between the leader and the group. Each relationship may differ in quality, for example, some leaders may have poor interactive relations with some subordinates while have open and trusting relations with others. The relationships within these dyads divided to in-group or out-group nature. Members of the in-group participate in decision-making and are given additional responsibility, and the leader allows these members some freedom in their roles. In return, followers will provide extra time and effort, are committed, and have greater responsibilities to achieve organizational goals. Conversely, the out-group members are supervised within the constricted limits of their formal employment contract. The leader will provide support, consideration, and assistance mandated by duty but will not go beyond such limits. Therefore, they are influenced of legitimate authority rather than true leadership. In return, out-group members will do what they asked to do and little beyond that **(Lunenburg, 2010, p. 1-2)**

Previous studies found that superiors upward dyadic relationship affect downward dyadic relationships; leaders who has unique relationships with their superiors are more expected to have promising relationship with their followers by smoothing their performance through gaining needed resources and having approvals of followers required changes. Subordinate feels unmotivated if superiors have less to offer such as additional benefits, and opportunities. Finally, leaders with strong exchange relationship with their superiors are described of subordinates having extra information, more participation in decision making process, and giving more attention and technical support to their subordinates. **(Yukl, 2006, p.120)**

The Importance of Applying Leader Member Exchange
The quality of the relationship between the leader and each group member has important job consequences; the previous studies that supporting the LMX theory indicate that subordinates with in-group status are highly motivated with their leaders; engage in more citizenship behaviors, and will have higher productivity and job satisfaction rates at work **(Ilies et al, 2007, p.269-277).**

Furthermore, leaders exploit more resources in the ones they think to perform well (i.e., the ones that selected as in-group members); and they deal with them differently than they do with out-group members. Therefore, it is recommended for leaders to develop high-quality relationships with as many subordinates as they can; they should have as big an in-group and as lesser as possible of out-group **(George & Jones, 2008).**

In addition, organizations with wide-ranging bases of high quality relationships and fewer nominal relationships will produce more social capital and results in creating outstanding products and services, and will be more flexible to adjust to the demands of modern settings than the firm that ignore the worth of relationships. Therefore, high quality leader member exchange is important for both individuals and

organization. The inability to identify the importance of human capital will lead organizations to poorly using its human resources and possibly losing significant amounts of social and intellectual capital. It is crucial to produce strong organizational culture depends on both mutual trust, and respect and this will reflected on organizations performance. Therefore, it is important for members to have effective work relationships based on stronger ties (or higher quality LMX relationships). Meanwhile lower quality relationships (poor LMX) will decrease individuals' effectiveness, accordingly hurting firm performance **(Pellegrini et al, 2006, p.264-270)**.

Osborn and others added that bad relationships bring negative impact on individuals and organizations, whereas good relationships get incredible benefits. If subordinates have a bad relationship with their leaders, it is expected counterproductive on work and possibly on followers' career. In organizations, these kinds of disagreement relationships create negative environments and decrease followers' morale. In return, drain organizations of the energy needed to execute, acclimatize, and prosper **(Schermerhorn et al, 2014, p.293)**.

It is encouraged to inform managers about the needed developmental strategies of in-groups and out-groups within their work unit and to clarify how people create leadership networks through an organization to be useful in different types of organizations **(Northouse, 2010, p.158)**.

LMX theory considered an applicable to all management level and it could be helpful for organizations through enabling managers to assess and direct their leadership from a relationship perspective **(Lunenburg, 2010)**.

With all of the positive benefits of enhancing the relations with followers, bosses should consider doing the following to achieve high quality relationship as illustrated below **(Schermerhorn et.al, 2010, p.317)**
1. Separately, conduct a meeting with each one of your subordinates during a testing phase to help each of you assess motivations, attitudes, and potential resources to be exchanged, and begin mutual role expectations.
2. For those who show potential capacity during the test meeting, would start developing mutual trust, loyalty, and respect to join "in-group" members.
3. Decide which of these relationships will transfer to a third ("mature") stage in which exchange converted into mutual commitment to the organization's vision, mission, and objectives.
4. Reward second and third stage "in-group members" with greater recognition, encouragement, and benefits to get extra responsiveness from them, and keep reactive to their needs with strong dependence on influence and consultation.
5. Continuous follow up with day-to-day notes and consultations and work toward increasing the number of in-group members.

Supervisors and subordinates relationship is a dyad relationship that can be classified as an in-group or out-group relationship. Leaders who have high- quality relationships with their own supervisors are more likely to develop high-quality relationships with their subordinates **(George & Jones, 2008)**. Following are some tips for improving the quality of leader member exchanges between the leader and his or her supervisor **(Kreitner & Kinicki, 2010)**.
1. Leaders should focus on their section's goals and keep positive about the ability to accomplish those goals. An uncooperative superior is another obstacle to be overcome.

2. Leaders should not feel incapable and helpless; they have to enable themselves to get things done.
3. Leaders should concentrate on circumstances that they can manage and control.
4. Followers need to increase their relationship with their superior, through inspecting the level of mutual trust, and then try to improve effective communication; trust can be increased through following the level of commitments and achieving goals.
5. Followers should use an accurate, courteous, and assertive approach to resolve differences with superior. It is suitable also to use a problem-solving approach when disagreements found.

Leader Member Exchange Strengths

Leader member exchange theory is the only leadership theory that makes the dyadic relationship the central aspect of leadership process since it directs our attention to the importance of relationship, communication, and interaction, and how the practice of the theory will affect positively organizational outcomes. Below are highlighted the main strength points of leader member exchange: **(Northouse, 2010, p. 155).**

1. The LMX theory provide many positive inputs to enrich our understanding to leadership method through describing work in terms of those who contribute more and get more from leaders and those who do the bare minimum and also receive the minimum.
2. Unique LMX theory is the only leadership approach that makes the dyadic relationship the centerpiece of the leadership process, it is exclusively concerns of effective leader member exchanges while others theory focus on the features of followers, leaders, work unit, or all of these
3. LMX theory points to the importance of communication in leadership process, effective leadership builds when mutual trust, respect, and high commitment are associated with communication process.
4. Reminds leaders to be fair about whom they let into the in-group; this is based on work performance not race, sex, ethnicity, religion, etc.
5. LMX theory validates our experience of how people within organizations relate to each other and the leader, large amount of research supports this theory on how the practice of LMX theory is related to positive organizational outcomes, high performance, citizenship behavior, organizational commitment, organizational justice, in addition to many others positive variables

Leader Member Exchange Criticism

LMX theory still has several theoretical weaknesses that limit its effectiveness; especially the first studies of the theory did not clarify how the dyad relationship improved over time, how those different relationship influences each other's, how those different relationship affect the overall performance. Continuous improvement on the theory tried to remedy some of those flaws, but still the construct need additional improvement **(Yukl, 2006, p.121).** Following are summary of the main criticism and weakness that the theory encounters through its development:

1. Unintentionally the LMX supports the development of privileged groups in the workplace; it gives the appearance of discrimination against out groups that don't receive the attention as in group, and this will be harmful to those who can't join them, and consequently having in groups and out groups will have unfavorable to the group as a whole.

2. Because of various scales and levels of analysis, measurement of leader-member exchanges is being questioned; those scales lacks content validity, it doesn't measure what they expect to measure, in addition, it is unclear whether they measure one or many dimensions.
3. The theory does not support concept of "individualized consideration"; which focuses on dealing with members according to their desires and recognizing their distinctiveness and individuality. **(Gill, 2013 , p. 77)**
4. It does not provide techniques or strategies to join in group.
5. The theory doesn't examine other fairness matters as distributive justice; subordinate recognition to the fairness of compensation and promotions opportunities, and procedural justice that relates to decision making procedures and with interactional justice; communicational matter, so future research need to examine and investigate these fairness issues to develop LMX relationships.
6. In spite of several studies, have been done on leader member exchange, those studies failed to provide accurate and clear package of definitions, concept, or scheme about the LMX theory.
7. The basic theoretical ideas of LMX are not fully developed; the theory does not provide a full picture of the creation of high-quality leader-member exchanges conversely. Early studies proposes that high quality LMX are created when subordinate are categorized of distinguished interpersonal skills with high competencies. However, recent studies doesn't afford the importance of those elements and the guidelines of how it is worked for example the theory concerned of mutual trust and respect, but couldn't provide the guidelines of how those aspects can be achieved in the relationship **(Northouse, 2010 , p. 156-157).**
8. Most of leader member exchange research depends on static studies with questionnaires rather than a longitudinal research, since the longitudinal studies will be crucial to enrich the theory and explain how the relationships were developed over time. Besides, providing more measures such as (interviews, diaries, observations). Longitudinal studies of LMX relationship proposed that this kind of relationship is quickly shaped. While other studies proposed that the dyadic relationship progressed through a sequence of ups and down accompanied with changes in behavior. Therefore, much more longitudinal studies can list the styles of interactions overtime in detail and it will examine the perception of the relationship of each party.
9. There is no standard model of LMX dimensionality, in addition to the unconfirmed measurement tools; since many different tools have been used to measure LMX, and it is hard to determine the better tool **(Yukl, 2006, p.121-122).**

Leader Member Exchange Dimensions

The early theories of leader member exchange stated that the LMX theory is a unidimensional and all the early research used unidimensional measure for example Graen and Schiemann research in 1978, Linden and Graen research in 1980 and both Graen and Seers investigation in 1984. Later Dienesch and Linden suggested that the LMX theory should be perceived as multidimensional because the high quality relationship is developed through many ways, and they proposed three dimensions of LMX construct; affect, contribution, and loyalty. Then, both Linden and Maslyn (1998) formulated another multidimensional measure depending on Linden and Dienesch (1986) containing all the previous dimension affect, contribution, loyalty in addition to professional respect Recently, many scales have been developed to evaluate the multidimensionality of LMX relationship, especially the most famed LMX-MDM scale which is developed by Liden and Maslyn (1998); Following are more detailed description of the four LMX dimensions: **(Bader, 2008, p.10-11).**

1. Affect: the interaction between leaders and followers depend on mutual liking, for example they may have common interests and hobbies outside work setting, and consequently they will have a friendly relationship than a work related relationship. Moreover, Liden and Maslyn (1998) claimed that this dimension is closely linked to employee attitudinal outcomes such as job satisfaction, commitment, and organizational support slightly different than behavioral outcomes.

   Also Afaneh (2013) is defined affect as the degree of employees' ability to influence the decisions that are made and the policies which are formulated by the organization; particularly those related to their work, and this realization comes from affecting important issues which contribute in achieving the organization's goals, and in turn this increases the internal motivation of the individual.

2. Loyalty: The main characteristics of this dimension that both leaders and followers overtly defend each other; and thus loyalty is important to achieve high quality relationship, it is worthy to mention that leaders whom are loyal to their subordinate feel more confident in their capabilities, and give them lots of autonomy with work, also leaders tend to ask loyal employees to complete job assignment that acquire much personal judgement and responsibility.

3. Contribution: those people contribute more to their work tasks, they are known as skilled and trusted people perform difficult assignments. They are potential to receive physical resources such as financial support, material and equipment.

4. Professional respect: this dimension is depending on the reputation that an employee or supervisor has; for example an employee who is known as an excellent person at job, would be the best candidate for the supervisor to form a high quality relationships.

   Al Nsour (2012) added that the essence of empowerment in the organization depends on the belief that every member of the organization is able to contribute through the development of his/her work. The degree of creativity in work, spreading the regulation of respect for and between employees and avoid discrimination among them, respect also includes values and organizational beliefs among individuals which is a joint agreements between members of the same organization about what is desirable or undesirable. Moreover, senior management must treat all employees equally and respect their opinions and ideas, also they should respect all the common organizational beliefs, work social life in the work environment and this will make significant impact on the achievement of organizational goals.

Section (2) – Resistance to Change

Introduction

Rapid environmental and technological changes reflect the need for organizations to be involved in adaptation processes and organizational changes. To understand planned changes, organizations must depend on the cooperation of their employees, since resistance to change can severely hinder the change process and in turn will be associated with negative outcomes, for example, people will be less satisfied, their productivity will be decreased, and the absenteeism and turnover rates will be increased. The previous studies highlight the importance of leadership and organizational climate on the implemented change, and employee's reaction to change. Employees' response to change is critical for the success of change efforts, and this help in preventing resistance to the change and improve employees' psychological well-being.

Enhancement of the change process characteristics such as the timely and accurate distribution of information, chances for employee involvement in decision-making process, and the prevalence of trust in organization's vision can help in reducing ambiguity and anxiety contributing to increase openness towards change. Conversely, poor communication may result in diffusion of rumors, and increase resistance to change. Resisting change is a human response, and management must take steps to minimize it. Reducing resistance can cut down the time needed for a change to be accepted. Also, the performance of employees can rise more quickly if resistance is minimized. The issue of people resisting change in organizations is expected. In addition, it is a well-known phenomenon to any manager who has tried to achieve organizational change. Managers need to learn several indicators of how people resist change **(Martin, 2005, p. 263).**

What is resistance to change?

Resistance to change is any situation or manner that shows refusal to make or support a desired change. Managers often see any resistance as something that must be controlled for the success of change process **(Schermerhorn, 2010, p.357).**

In addition, it is defined as an emotional and behavioral response towards a real danger or an expected threatened in the current work context **(Melhem, 2010, p. 219).**

Moreover, it is known as an adjustment in the organizational and technological entity such as a change in the environment, administrative processes or decision-making to help in accomplishing goals effectively, through finding efficient ways of thinking, acting and operating to accomplish the planned objectives **(Al Kusaimy, 2008, p.89).**

It is defined as an emotional and normal response towards actual or expected risk threatens the current working style, human being nature tends to resist change, because of confusion, anxiety and internal tension that may be happened to people due to the uncertain consequences **(Al Sakarnih, 2009, p. 319).**

Furthermore, it is known as individuals' failure or lack of commitment to implement change as needed and the desire to maintain the same status. This resistance may not be negative in most cases, but positive. The positive resistance when the proposed change benefits are less than paid costs and non-compliance to it is in the interest of management, while the negative resistance is when the result of a positive change

and a significant payback on the employee and the organization is high compared to their costs **(Al Amian, 2005, p. 355-356).**

Therefore, resistance to change is any behavior that reflects refusal to do or support the needed change.

Why Employees Resist Change?

Change management specialists found many reasons behind change resistance many of these reasons are due to the lack of motivation, for example, when employees compare the negative consequences of change and its benefits. Another reason is the incapability to change because of the lack of sufficient skills and knowledge. Moreover, unconsciously employee resists change because of unclear understanding of what is expected of employees. Below are summary of the reasons behind resistance to change whether this resistance because of organizational source or individual source of resistance:

1. Organizational Sources of Resistance: Daniel Katz and Robert Kahn have recognized six main organizational sources of resistance: over determination, narrow focus of change, group inertia, threatened expertise, threatened power, and changes in resource allocation, and they are detailed below: **(Griffin & Moorhead, 2014 , p.543-545)**
   a. Over determination or structural inertia: Organizations have numerous arrangements designed to keep stability. Such as, the ways organizations follow in order to regulate employees' performance. Firstly, candidates must have specific skills to make sure that they can do the required job. A newly hired employee is given a job description, and the manager trains, coaches, and directs the employee in job duties. Moreover, the new hired employee usually passes through a probation period that concludes in a performance review; then, the employee's performance is frequently evaluated. Consequently, and depending on the degree of performance rewards, punishment, and discipline are overseen. Therefore, the structure of the organization creates resistance to change because it was designed to keep stability. Another important source of over determination is the culture of an organization can have influential and dominant effects on the behavior of its employees.
   b. Narrow Focus of Change: It is important when creating change in the duties to consider the interdependence among organizational elements as people, structure, tasks, and the information system. For example, some efforts at redesigning jobs fail because the organization structure is inappropriate for the redesigned jobs.
   c. Group Inertia: Group believes and standards act as a constraint on individual effort at behavior change. For example, when an employee tries to change his/ her work behavior, the group may resist by refusing to change other behaviors that are necessary complements to the individual has changed behavior.
   d. Threatened Expertise: Any structural change may transfer responsibility for a particular duty from the existing expert to someone new; therefore, this may threaten the specialist's expertise and creating resistance to the change.
   e. Threatened Power: Any rearrangement of decision-making power, as with reengineering or team-based management, may threaten an individual's power relationships with each other because they do not want to miss their power base.
   f. Resource Allocation: Employees who are pleased with current resource allocation approaches may resist any change may threaten future allocations.

2. Individual Sources of Resistance: Individual sources of resistance to change are deep-seated in basic human features such as their needs and perceptions. Researchers have identified many reasons for individual resistance to change are illustrated below:

a. Direct costs: Employees are likely to diffuse actions that result in higher direct costs or lower benefits than those in the existing situation **(Griffin and Moorhead, 2014, p.543).**

b. Habit: Employee usually resists creativities that enact them out of their ease zones and want them to utilize their time and dynamism in learning new skills **(Al Amian, 2005. P.356)**

c. Different organizational systems: Rewards, information systems, authority style, career track, and organizational structures are friends and enemies of organizational change. When properly associated, they emphasize desired behaviors, while in their absence; they enforce people back into their old behaviors **(Mc Shane & Glinow, 2010).**

d. Parochial Self-Interest: Some employees resist change due to their fear of losing something they like, they usually think of themselves, and fear from the loss for example they may fear to lose their authority, resources, friendships, reputation, and respect **(Al Zaiber, 2011, p.143).**

e. Misunderstanding and Lack of Trust: When employees do not fully realize the reason behind change, how this change will be applied, and it consequences, they will resist it, this is more expected to happen when trust is absent between the person starting the change and the affected employees **(Arafah, 2012, p.95).**

f. Different Assessments: There is different perspective of how individuals view change, its reason, possible consequences, and influences, for example individual whom initiate changes view positive results of change, while those whom affected by the changes view it costly **(Gibson, et.al, 2009, p.492-493).**

g. Fear of the Unknown: Employee resist change because of their anxiety that they can't adjust to new work duties. This fear is resulted due to unknown increases of in the possibility of personal loss. Any disorder of familiar patterns may produce fear because it can cause raising the belief that nothing is getting achieved **(Al Atyia, 2012, p.95).**

Employee Resistance Seen as a Resource for Change

Change agents need to recognize resistance as a common and natural human reaction. Actually even when people support change, they normally assume that others need that change not themselves whom need to change. The problem isn't that resistance to change exists, but the main problem is that the agents of change view resistance as irrational and illogical response to a desirable initiative. They often form an "us versus them" perception without seeing the causes of resistance that may in fact be drawn back to their own idleness. The emerging opinion among change management experts is that resistance to change should be seen as a resource, rather than a barrier to change. Firstly, resistance events are indications of deeper problems in the change process. It indicates that the change agent hasn't adequately addressed the basic conditions that support actual organizational change. Sometimes, employees may be worried about the outcomes of change, for example, how the new conditions will affect their authority and status. Moreover, employees may show resistance because of worries about the process of change itself, such as the required work to break the old routines and learn new skills. Secondly, resistance should be realized as a method of constructive conflict; which can potentially improve decision-making; through recognizing better ways to improve the organization's success. However, constructive conflict

is usually accompanied by dysfunctional relationship conflict. This seems to be the case when the agents of change see resistance to change as a barrier rather than a resource. They consider the people who resist change as the problem, while their concentration should be on understanding the reasons behind resistance. In conclusion, resistance should be seen in the context of justice and motivation; it possibly encourages people to think about the change strategy and process (**McShane & Glinow, 2010, P.447**).

Resistance to change isn't always negative, but it holds some pros including making the people who is responsible on change more accurate and prepare to deal with it and it is important to clarify the goals, the reasons, and the importance of the change for employees in order not to resist when the applying the change, in addition to make the change agents more flexible and more aware of the effects of change on the workers in the short and long term, also it provide them an outlet to express their feelings and talk about change for better understanding. It as well it help to discover the strengths and weaknesses in the work and the desired methods required to apply the change, also helps to detect flaws in the communication process and its effectiveness in clarifying the importance, causes and objectives of the change. Despite negative consequences of resistance, still it carries some positives that can't be ignored below are the most important advantage of resistance: (**Al Sakarnah, 2009, p.331-332**)

1. It can help management to examine its proposals in depth to make sure it is suitable, therefore reasonable resistance to change make change agents more accurate and well prepared, flexible and more aware of its impact on the short and long term.
2. It can help in discovering some of the difficulties and problems that are likely occurred as a result of change and thereby the administration take preventive actions before the problem has been worsened.
3. It can help in highlighting the weaknesses in various administrative processes and resolve the problems related to this weakness.

Approaches to Manage Organizational Change

Organizational change agents and experts apply several structured approaches to manage organizational change. Following are four of the important approaches: Lewin's three-step model, a Kotter's eight-step plan for implementing change, action research, and organizational development techniques to manage resistance to change as mentioned below:

1. Lewin's Three-Step Model: Manage organization change requires a systematic process of movement from one situation to another. Kurt Lewin suggested that efforts to manage change in organizations through a multistage process. His model to manage change consists of three steps unfreezing, change, and refreezing as shown in Figure **2:6** and described in details below: (**Griffin and Moorhead, 2014, p.529-530**)

a. Unfreezing: it is a process in which employee become aware to the need for change. The most important thing in unfreezing is making employees aware of the importance of a change and its effect on their job. Therefore, leadership of the organization is the only responsible on creating employees awareness towards change. The recent deep recession witness too much downsizing, layoffs, restructuring, and takeovers, this make employees worry of the uncertainties of their position or organization. Top managers and change agents are urged to make the effort to empathize with employees, acknowledge the difficulties of the past and uncertainties of the

present, and provide forums for employees to vent a little, followed up with workshops for information sharing and training. After making the emotional connection with employees, top management can make the intellectual connection and make the business case by sharing economic and marketing data and the short and long-term visions for the organization and by involving employees at all levels in translating organizational goals into division, department, and work unit goals.

b. Change: it is the movement from the old way of doing things to a new way. Change may entail installing new equipment, restructuring the organization, or implementing a new performance appraisal system, anything that alters existing relationships or activities.

c. Refreezing: technique: the ability to make new behaviors becomes eternal, for examples repeating the newly educated skills in a training course and then role playing to teach how the new skill can be applied in a real-life work context. Actually without refreezing, the old ways of behavior might quickly reaffirm themselves while the behaviors are forgotten.

Figure 2.5 Lewin's Process of Organization Structure
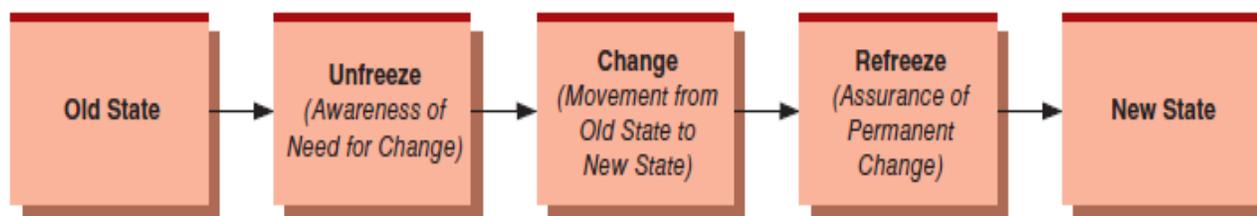
Source: Griffin and Moorhead, 2014 "Organizational Behavior Managing People and Organizations", p.529

2. Kotter's Eight-Step Plan for Implementing Change: John Kotter creates his model depending on Lewin's three-step model to build a more comprehensive approach for implementing change. Kotter began of the common mistakes managers do when trying to initiate change. Their failure to create a sense of urgency about the need for change, to create a combination for managing the change process, this will enable managers to have a vision for change and successfully communicate it, to eliminate obstacles that could hinder the vision's achievement, to have short-term and attainable goals, and to impede the changes into the organization's culture. And then Kotter established eight serial steps to overcome these problems as listed below: **(Robbins and Judge, 2013, p.620-621)**

a. Establish a sense of urgency by creating a convincing reason of the reason behind change.
b. Form a combination to lead the change.
c. Create a new vision and strategies for achieving the vision of change.
d. Communicate the vision all over the organization.
e. Empower others to act on the vision by removing obstacles of change
f. Plan for, and create short-term goal that move up the organization toward the new vision.
g. Combine improvements, reevaluate changes, and make necessary modifications in the new programs if needed.
h. Support the changes by indicating the relationship between new actions and organizational success.

3. Action Research Model: The action research model emphasizes on post-change evaluation, and it consists of seven stages, with the last four forming a frequent cycle, following a list of the seven stages **(Wagner and Hollenbeck , 2010, p.292-293)**

a. The first stage of action research is problem identification; someone in an organization recognizes problems that can be solved with the assistance of an organizational development change agent. The problem statements are formulated at this stage.

b. The second stage is consultation in which the manager and change agent illuminate the perceived problems and suggest ways of dealing with them. Throughout their discussion, they evaluate the degree of fitting between the organization's needs and the change agent's experience and capabilities. If the agent fits the situation, action research growths to the next stage. If not, then anew change agent is required and consultation begins again.

c. The third stage is data gathering and provisional diagnosis, the diagnostic process initiated by the change agent through gathering data about the organization and its apparent problems. The change agent observes, conducts meeting and interviews, and raise questions for employees if needed and finally analyzes performance records.

d. Following, during the stage of feedback to the client organization, the change agent submits data and provisional diagnosis to the top management, the change agent must be cautious to keep the anonymity of people who helping as sources of information. Identifying them could affect their openness and willingness to cooperate in the future, especially if they have information that might prove critical to management or show the organization in negative positions.

e. The fifth stage of action research is joint diagnosis and action planning, the change agent and the top management group discuss the meaning of the data, their implications for organizational functioning, and needs for additional data gathering and diagnosis. At this point, other people throughout the organization may also become involved in the diagnostic process. Sometimes, employees meet in feedback groups and react to the results of top management's diagnostic activities.

At other times, work groups elect representatives, who then meet to exchange views and report back to their co-workers. If the firm is unionized, union representatives may be consulted as well. Throughout the action research process, the change agent must be careful not to impose any interventions on the client organization. Instead, members of the organization should deliberate jointly with the change agent and work together to develop wholly new interventions and plan specific action steps. Next, the company puts the plan into motion and executes its action steps. In addition to the jointly designed intervention, the action stage may involve such activities as additional data gathering, further analysis of the problem situation, and supplementary action planning. Because action research is a cyclical process, data are, also, gathered after actions have been taken during the stage of post-action data gathering and evaluation. Here the purpose of the activity is to monitor and assess the effectiveness of an intervention. In their evaluation, groups in the client organization review the data and decide whether they need to re-diagnose the situation, perform more analyses of the situation, and develop new interventions. During this process, the change agent serves as an expert on research methods as applied to the process of development and evaluation. In filling this role, the agent may perform data analyses, summarize the results of these analyses, guide subsequent re-diagnoses, and position the organization for further intervention.

Figure 2.6 The Action Research Model
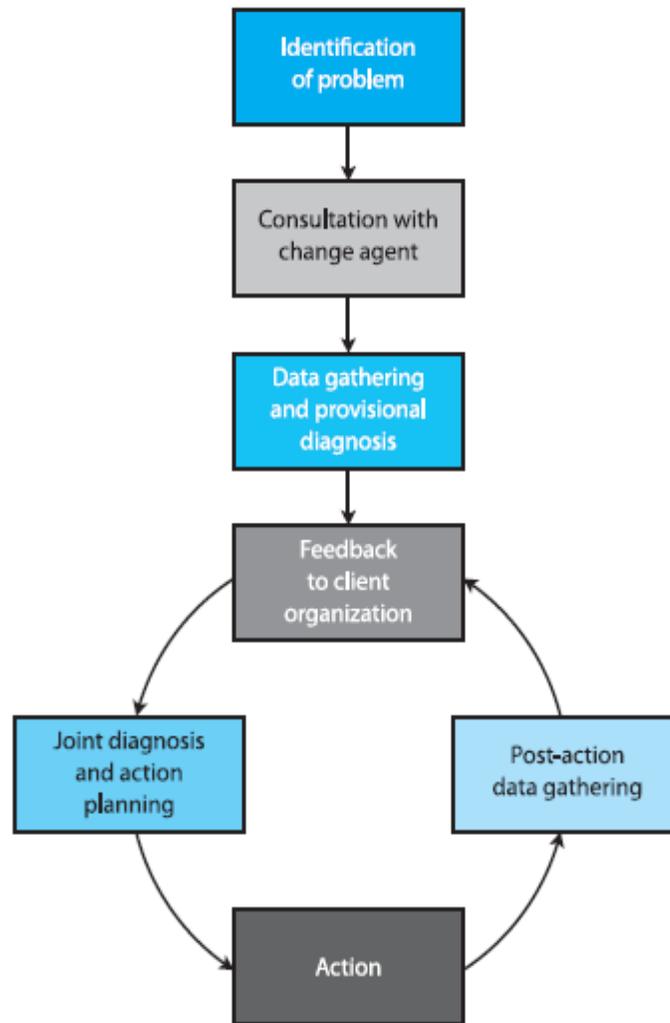
4. Organizational Development Techniques to Overcome Resistance to Change: Organizational development (OD) is a group of change approaches that attempt to improve organizational efficiency and employee welfare. The change agent is the leader in OD, there are some OD methods for managing change: **(Robbins and Judge, 2014, p. 269-271)**
   a. Survey Feedback: a tool for evaluating attitudes held by organizational members, identifying differences among member opinions, and solving these variances. Everybody in the organization can participate in survey feedback, the supervisor of any given department and the employees reporting directly to him/her regularly complete a questionnaire about their perceptions and attitudes on a variety of topics, containing decision-making mores; communication efficiency; the degree of coordination between departments; and their satisfaction level with the organization, career, colleagues, and direct supervisor. Data from this questionnaire are organized with data relating to each department or unit and to the whole organization and then distributed to employees. These data become the foundation for recognizing problems and identifying issues that may create problems for members.

b. Process Consultation. The purpose of process consultation is for an outside consultant to assist a manager, to observe, understand, and act upon process events, it is similar to sensitivity training in assuming the ability to improve organizational effectiveness through dealing with personal problems and in highlighting participation. However process consultation is more task oriented, and consultants are there to provide managers awareness about what is going on around them, within, between them and other people. This approach does not solve the organization's problems rather than providing guidance to managers to solve their own problems after cooperatively identifying what needs improvement.

c. Team Building: this approach includes goal-setting, development of personal relations among team members, role analysis to make member's role and responsibilities are clear, and team process analysis.

d. Intergroup Development: seeks to change groups' behaviors, styles, and opinions about each other. Independently, each group meets to list its opinions of itself and of the other group and how it thinks the other group sees it. The groups share their beliefs, discuss the likenesses and differences, and search for the causes of differences, when they have acknowledged the causes of the difficulty, the groups transfer to the integration phase; in which they attempt to develop potential solutions to improve relations between them. Later subgroups can be formed of members from each of the differing groups to conduct additional diagnosis and formulate another solution.

e. Appreciative Inquiry: Nearly all organizational development approaches are problem centered; they detect a problem or group of problems, and then search for a solution. But appreciative inquiry emphasizes the positive rather than searching for problems to solve; it tries to find the distinctive qualities and special strengths of the organization, which members can rely on to improve performance. The appreciative inquiry process involves four steps:

    - Discovery: Identify organization's strengths from member point of view.
    - Dreaming: Depending on the information from the discovery phase, members guess possible futures, as what they dream the organization will be on the future.
    - Design: Members look for a mutual vision of how the organization will look in the future and agree on its distinctive qualities.
    - Destiny: Members seek to describe the organization's destiny or how to accomplish their dreams, and they write action plans and develop implementation tactics.

How to Overcome Resistance to Change?

Resistance to change is one of the most difficult things the organization face because individuals prefer what they used to do. Therefore, the normal reaction to change is resistance because individuals see him a threat to their relations, styles and fear that it may affect their interests. Moreover, they may resist the change due to the lack of trust between the organization and members. They also cannot accept the idea of change because they think that it will transfer them from stabilization phase to the turmoil. Therefore, it is important to know these obstacles and problems and accurately identify them to make the process of dealing with resistance easier. Hence, if management want to achieve the desired goals of the change they need to choose the right style to deal with the resistance according to the situation or the personality of people who will implement or manage that change.

To reduce resistance in such cases, the leader should make sure that everybody who may be affected by a change knows how it realize the following principles: **(Schermerhorn et.al ,2012,p.340).**

a. Benefit: The change should have a strong benefit for the people whom asked to change; it should be observed as "a better way."

b. Compatibility: The change should be as convenient as possible with the current values and experiences of the people whom asked to change.

c. Complexity: The change shouldn't be complex than required; it must be easy as much possible for individuals to recognize and use.

d. Triability: The change should be something in which individuals can try on a gradual basis and make modifications as things progress.

Resistance to change happens at all levels of an organization. It demonstrates itself as organizational politics and power fights between individuals and groups, there are many strategies that help change agents to deal with resistance to change effectively:

1. Communication: Communicating the reason behind a change can decrease members' resistance through fighting the effects of the lack of information and poor communication. If employees have full information this could diminish the misunderstandings. This is clearly shown through the previous studies that found that the formal change information meetings would help in reducing employee worry, and minimize their fear of the unknown. The more leaders communicate their future vision, the more certainly followers can understand their role in future **(Assaf, 2012, p.253).**

2. Stress Management: Organizational change is considered as a stressful experience for many persons because it produces uncertainty about the future. Previous studies shows that management need to presents stress management practices to enable employees deal with the changes, consequently this will decreases resistance by eliminating fear of the unknown of the change process. In turn this will increase employee enthusiasm to support the change process **(Mc Shane and Glinow, 2010, p.453-454).**

3. Building Support and Commitment: People are more enthusiastic to accept changes if they have positive relationship with their managers surrounded by trust and support work context. Furthermore, employees will be more positive to change and are less resistant to it when they trust change initiators, and this will be achieved if supervisors could create positive relationships with their followers they will be able to overcome resistance to change even between those who ordinarily don't like changes **(Bien et al ,2010 , p.359).**

4. Participation: it is not easy to resist change choices in which employees involved in it; their participation can reduce resistance, attain commitment, and increase the quality change decision quality. Implementing Changes Fairly: It is important to make sure that changes are implemented equally. However, it has disadvantage as it takes a long time to be implemented **(Al Amian,2005, p. 358)**

5. Manipulation and Cooptation Manipulation refers to meandering facts to make them more attractive, by disseminating false rumors to make employees accept change.

6. Cooptation: syndicates manipulation and participation, they are inexpensive ways to gain the support of challengers **(Harim, 2004, P. 389)**

7. Selecting People Who Accept Change previous studies proves that the ability to accept and become lean to change is associated to personality for example there are people simply have a

positive attitude toward change, are keen to take risks, and they are flexible in their actions. Organizations can facilitate change by selecting people predisposed to accept it. Moreover, it is crucial to choose teams and groups that are more adaptable, Moreover, Managers are able to have positive relationships, they are able to overcome resistance to change even amongst those who normally don't like changes **(Robbins and Judge, 2014, p.266-267)**.

8. Coercion: it is a kind of threat to force resisters to accept change. If management really is determined to close a manufacturing, plant for example, threats of transfer, depriving from promotions, bad performance evaluations **(George & Jones, 2012, p.551)**.

Figure 2.7 Methods for Dealing with Resistance to Change

Method	Use when	Advantages	Disadvantages
Education & communication	People lack information or have inaccurate information	Creates willingness to help with the change	Can be very time consuming
Participation & involvement	Other people have important information and/or power to resist	Adds information to change planning; builds commitment to the change	Can be very time consuming
Facilitation & support	Resistance traces to resource or adjustment problems	Satisfies directly specific resource or adjustment needs	Can be time consuming; can be expensive
Negotiation & agreement	A person or group will "lose" something because of the change	Helps avoid major resistance	Can be expensive; can cause others to seek similar "deals"
Manipulation & cooptation	Other methods don't work or are too expensive	Can be quick and inexpensive	Can create future problems if people sense manipulation
Explicit & implicit coercion	Speed is important and change agent has power	Quick; overpowers resistance	Risky if people get "mad"

Source: UHL-Bien and others, 2012 "Organizational Behavior Experience Grow Contribute", p.341

Organizational Development Techniques to Promote Change

These methods can be used at the individual, group, and organization levels, and it determined by the type of change. Counseling, organizational development methods are sensitivity training, and process consultation directed at changing attitudes and behavior of individuals.

Since the characteristic of persons which make each individual understand and counter to other persons and events differently. Counseling and sensitivity training are techniques used by organizations to help individuals to recognize their own nature and other's personalities and to utilize that knowledge to improve their relations with others.

Conventionally, OD's improve the quality of work life of organizational members and increase their security and satisfaction with the organization, for example trained psychologists counsel employees who have certain problems in appreciating the standpoints of others or find difficulties in dealing with some types of organizational members. Therefore through such professional training they will manage their interactions with others effectively **(George and Jones, 2012, p.550-555)**.

1. Sensitivity training is a powerful type of treatment, for people who have problems in dealing with others, meet with in a group with a professional trainer to learn how they perceive

themselves, others, and the world. By inspecting the source of differences in perception, members can make a better understanding how others perceive them and they become more sensitive when dealing with others.

2. Process consultation has a similarity to both counseling and sensitivity training, a professional process consultant works with a supervisor on the job, to help in improving managers' communication with other members.

3. Process consultation, sensitivity training, and counseling are three of many OD techniques that help people learn to change their ways and behavior in order to work more effectively. It is important for the large organizations to allocate a yearly budget in order to be spent on the top management for director and managers development in to manage change within a group and between groups; change initiators can use the three different types of OD techniques.

4. Team building, it is a technique for improving a group relationships; it focus on the members' relationships rather than what the group is attempting to achieve. It also eases the improvement of work group principles and helps employee to develop a mutual method to resolve problems.

5. Intergroup training is a vital OD technique helps organizations to implement change, and it aims at improving organizational performance through focusing on department's that has the same activities and output. Organizational mirroring is a popular form of intergroup training aims to improve the dependent groups' effectiveness and to develop plans that help in directing future intergroup relations and offer a basis for follow-up.

6. Total Organizational Interventions OD techniques that used at the organization level to encourage organization wide change. One of them is the organizational confrontation meeting; all the organization managers meet to confront the issue if the organization effectively meeting its goals or not. Firstly, a change agent invites top management for open discussion about the organization's situation. Then the counselor divides the managers into groups, ensuring that the groups are as mixed in which no managers and subordinates are members of the same group to have a frank discussion.

Cultural-Ethical Issues in Organizational Change

One of the important concerns with some organizational change interventions is that it is originated in the United States and other Western countries and it may conflict with cultural ethics in other countries. Some experts indicated that western standpoint of change is linear, they also proposes that the change process is accompanied of tension and conflict. However, these assumptions are mismatched with cultures that view change as a natural cyclic process with harmony and stability as the objectives. Therefore, it is suggested develop further contingency-oriented perspective concerning of the cultural values of members. Some organizational change practices also face ethical issues as detailed below: (**Mc Shane and Glinow, 2010, p.461-462**)

1. The risk of breaching individual privacy rights; the action research model depends on the idea of collecting information from organizational participants, and employees should provide personal information and emotions that they may not want to disclose.

2. Some change activities possibly increase management's power by inducing compliance and obedience in organizational members. For example, action research involves employee participation rather than allowing members to be involved voluntarily.

Some organizational change interventions underestimate member's self-esteem. The unfreezing process demands that participants disconfirm their existing beliefs, sometimes including their own competence at certain tasks or interpersonal relations. Organizational change is usually more difficult than it initially appears; most organizations operate in a rapid environment that request continuous and fast adaptation. Organizations continue and gain competitive advantage by excelling the complex dynamics of moving people through the unceasing process of change as speedily as the outside environment is changing.

Section (3) – Mercy Corps Profile

Introduction

Palestinian Territories is one of the most complex political armed-conflict areas, has a unique special history of aid. This specialty emerges from being under the Israeli occupation for many decades and being a limited area with limited natural and manufactured resources. The demographic characteristics add a lot to this specialty as well **(Brynen, 2000).**

When Oslo Accords were signed in 1993, most of donors showed their interest and willingness to support Palestinians considering it as an opportunity to support the building of Palestinian governance system, foster the economic growth and maintaining the peace process in its first hard milestones **(La More 2008).** At the same time, aid was one of tools of pressure to encourage Palestinians to accept the conditions of the Agreement and to make 'painful decisions' **(La More 2008).** This is especially because the agreement and its economic protocol – as designed by Israel – aimed to 'serve Israeli political, military and economic interests as perceived at the time'. **(Arnon and Weinblatt, 2001, p.292).** Nevertheless, interestingly, many of donor countries were considering funding as entry point to play a role in the high profile of the so-called Israel-Palestinian conflict **(La More, 2008).**

As a result, two weeks after the Agreement, 42 donors met in October 1993 in Washington DC to disburse and stipulate more than US$ 2 billion over 5-year interim period **(La More, 2010, p.2).** It was only the starting phase, and soon after the aid never stops!

It's estimated that, over the 5-year interim period after Oslo, an average of US$ 464 million a year have been disbursed to Palestinians. Interestingly, development aid has the lion's share in comparison to humanitarian aid in with ratio of 7:1 **(La More, 2004).**

This high contribution has increased and even more steeply after the second Intifada when the humanitarian situation of Palestinians has sharply deteriorated because of Israeli restriction on movement of people and goods, recurrent fights and military operations that had a devastating impact on general economic growth **(World Bank, 2008, p.2).** Moreover, it had direct impact on foreign private investment **(Brynen, 2000)**

It is estimated that Net ODA received per capita in Palestine is one of the highest all over the world with average of US$ 463 per capita in the last four years. More interestingly, it was the highest per capita in 2008 all over the world with US$675 per capita. Additionally, it was the equivalent of 86.1% of its gross national income (GNI) as aid (ODA) in 2009. Conversely, the composition of aid has been shifted in 2002 to be 5:1 for the favor of emergency assistance (e.g. 81% of the US$ 1 billion disbursed to PNA was emergency aid **(La More, 2010).**

This becomes more exciting when comparing the ODA received per capita of Palestinian Territory with other similar contexts (where armed-conflict is presumed to be a key determinant). Iraq for example, receives massive amount of money every year reached US$ 9.870 billion in 2008, but its Net ODA received per capita was approximately the half of correspondent value for Palestinians. **(World Bank data, 2010)**

INGOs History

The establishment of the Development Assistance Committee (DAC) and Development Co-operation Directorate (DCD) of the OECD was an integral part of the creation of a network of national and international aid agencies and programs and related institutions.

The historical beginnings of official development assistance are the development activities of the colonial powers in their overseas territories. The institutions and programs for economic co-operation created under United Nations auspices after the Second World War, the United States Point Four Programme and the large-scale support for economic stability in the countries on the periphery of the Communist bloc of that era. The success of the Marshall Plan created considerable and perhaps excessive optimism about the prospects for helping poorer countries in quite different circumstances through external assistance **(Führer, 1996).**

INGOs in Palestine

International aid system with its international organizations has played a major role in the Israeli–Palestinian conflict as it has been used as a means to keep the peace process going. Palestinians in the West Bank and Gaza Strip receive one of the highest levels of aid in the world. Aid has been offered to the Palestinian National Authority (PNA) and other Palestinian Non-governmental organizations (PNGOs) by the international community, including International Non-governmental Organizations (INGOs).

Defining INGOs

The INGOs concept is found to be pertaining to the non-governmental organizations and international organizations that are playing a humanitarian role in Gaza Strip, such as Non-profit organizations, civil organizations and institutions of collective actions. **(Ziada, 2012)**

According to Ziada (2012), the INGOs defined as private organizations that adopt activities to release suffering, sponsor the interest for the poor, protect the environment, offer perfect services or take over community development (**The World Bank).**

For the Council of Ministry Resolution No.9 of 2003 of the Implementing regulations for the public and charities organizations No.1 for the year 2009. The (Foreign institutions) INGOs are defined as the associations which is the head office of it are outside the Palestinian territories or that most of its members are foreigners, the foreign institution which offer any social services in related parties in order to pen branches in Palestine.

In the context of Palestine, the entities that provide aid to the Palestinians are categorized into seven groups: the Arab nations, the European Union, the United States, Japan, international institutions (including agencies of the UN system), European countries, and other nations (**Palestine Human Development Report, 2004, p.116)**

Overview about Mercy Corps

The international relief and development agency Mercy Corps (MC), headquartered in Portland, Oregon, has a 20-year record of emergency relief work in areas of intense conflict—such as Afghanistan, Kosovo, Bosnia and Palestine. **(Washington Report on Middle East Affairs, 2002, p.59, 61)**

Mercy Corps is a nonprofit international relief and development organization serving more than 19 million people in 42 countries. Mercy Corps helps people turn the crises they confront into the

opportunities they deserve. Driven by local needs, Mercy Corps programs provide communities in the world's toughest places with the tools and support them to transform their own lives.

Mercy Corps Palestine

Mercy Corps, as one of the key INGOs operating in the Palestinian territories, began operations in Gaza in the 80's and since then has implemented successful programs in humanitarian relief in Gaza post-conflict. It has implemented different interventions and programs in Gaza strip including economic recovery, social recovery, education, ICT, shelter rehabilitation, non-food items distribution, psychosocial support for families and has remained an innovator in cash-for-work based economic recovery; peace-building work through high-level and grassroots cross-borders dialogue and business partnership development, and conflict management skills training; empowerment of marginalized groups including women and people with disabilities through athletics and education support projects; and sustainable economic development through institution building, mentorship, internship and partnership, and capital investment in promising business ideas.

Figure 2.8: Mercy Corps Vision of Change

Source: Mercy Corps, 2011, Strategic Road Map, available on Mercy Corps Digital library
mcdl.mercycorps.org/gsdl/cgi-bin/library

With a very large network of partners that exceed 50 partners distributed over Gaza Strip. Mercy Corps employs under its humanitarian, developmental and emergency interventions more than 100 employees. Along extended periods of time, Mercy Corps serves to foster local entrepreneurship, rebuild social capital, and stimulate markets through diversity of "cash for work" programs and lending models. Mercy Corps, in the last 14 years, has founded 12 different finance institutions. Since 1979, Mercy Corps has provided more than US$1.95 billion in assistance to people in 107 nations. Supported by headquarters offices in North America and Europe, the agency's unified global programs employ 3,700 staff worldwide and reach nearly 16.7 million people in more than 40 countries.

In brief, Mercy Corps exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. Mercy Corps helps people survive, recover and become self-sufficient. (**Mercy Corps Strategic plan, 2011**).

Mercy Corps Leadership Development

Mercy Corps believes in the power of people; both team members and beneficiaries, in order to grow professionally and make their own futures. Mercy Corps responsibility is to support this ongoing growth. All the team members have the chance to apply their skills, learn new skills and shape the organization by meeting the most challenging problems with their most innovative solutions. MC devote significant resources in programs and tools that help team members to develop their talents, expand their horizons, involve with their colleagues and realize best practices (**Mercy Corps Leadership development, 2015**)

Mercy Corps as vibrant organization working in the humanitarian field offers special organizational learning and development programs designed to help field leaders be more effective and to advance in their careers, as well as many informal learning opportunities, from lunchtime brown bags with visiting field teams to lectures by leading thinkers and authors. Some of our courses culminate with certifications relevant to the NGO field.

In this context, Mercy Corps encourages all team members to invest five percent of their time toward learning activities to benefit themselves and Mercy Corps (**Mercy Corps, Organizational learning, 2014**).

Furthermore, Mercy Corps seeks to build high performing team and create a cultivating environment that promotes and encourages team members' development. Thus, Mercy Corps keenness and commitment toward staff performance development was clearly represented in Mercy Corps strategic road map where Mercy Corps identified one of its strategic goals toward this where Mercy Corps is looking forward strengthening and investing in the development and well-being of Mercy Corps' global team. The agency aspiration to strengthen Mercy Corps culture and invest in the development and wellbeing of Mercy Corp's global team, it allows Mercy Corps to be of high reputation as among the best in the quality of Mercy Corps people and how Mercy Corps treat them (**Mercy Corps Strategic Plan,2011**).

The Leadership and Organizational Effectiveness (LOE) team partners with the Mercy Corps community to create a work environment that inspires excellence and attracts, retains, supports, engages and develops talent to lead Mercy Corps successfully into the future. Through the LOE, Mercy Corps implements several number of development programs that aims for enabling Mercy Corps' national team members to improve their engagement, confidence ,competence in business fundamentals, entrepreneurial thinking and leadership effectiveness so that they can take on higher levels of complexity and responsibility within their country programs. Mercy Corps believes that to in order to build highly performing organization. For example, Mercy Corps implements E-Learning for everyone through offering more than 500 self-paced online courses from prestigious institutions, such as Harvard and Cornell Universities, in a range of disciplines – from software and other technical topics to management, strategy, leadership and human resources. In addition, Mercy Corps offers training that was created in-house to help its teams mastering the practices such as hiring; security; program design, monitoring and evaluation; and its theory of change program approach. Additionally, Mercy Corps intranet and digital

forums enable connectivity, collaboration and fast access to information through continually expanding a robust suite of professional learning opportunities available to entire worldwide team through e-learning portal and virtual classroom technology. Taking advantage of these e-tools saves time and resources and reduces the environmental impact of travel to training sites. One of Mercy Corps's major leadership programs is Entrepreneurial leaderships program (ELP). It is a six-month program designed to develop the business, innovation and leadership skills of team members. The program enables participants to better understand the dynamics of managing and leading the organization and local partners. The program aims to developing critical business and leadership capacities and building the team capacity for more complexity and more responsibility; and developing the strategic thinking, cultivate social entrepreneurship, Performance Management and enhance their core business, thinking skills to assume positions of higher programs **(Mercy Corps, Organizational learning, 2014).**

Concisely, Mercy Corps Leadership Learning roadmap for FY14-15 is designed to plot different levels of leaders to be a target for developmental activities. Mercy Corps aims to ensure that leadership development is tied to its strategy and business outcomes that contributes to developing the leadership pipeline and makes it easier for team members to guide their own learning. In addition, it provides general guidance, learning opportunities and recommendations for Mercy Corps team **(Mercy Corps Strategic Plan, 2011).**

Chapter -3-

Previous Studies

- **Introduction**
- **Palestinian and Arabic Studies**
- **Foreign Studies**
- **General Commentary on Previous Studies**

Chapter Three-Previous Studies

Introduction

Many researches discussed the concepts related to this research where the main subject is leader member exchange. Foreign researchers wrote about leader member exchange concept and its impact on employees' outcomes. Few of the studies discussed the impact of leader member exchange on reducing the reasons behind accepting organizational change. Only one Arabic study tackled the issue of leader member exchange approach. In this chapter, the researcher reviews five Palestinian studies, seven Arabic studies and eleven of foreign studies that have direct relationship to the research where she chronologically ordered them from new to old.

The Palestinian Studies

1. **Thabit (2012), Human Resource Management Role in the Success of the Process of Change on Non-Governmental Organizations Operating in Gaza Strip – Palestine**

   The research aims to recognize the importance of human resources in non-governmental organizations operating in the Gaza Strip and its role in achieving the required change from managers' point of view, the researcher used descriptive analytical method where data was collected through questionnaires was distributed to 22 non-governmental organizations in Gaza Strip targeting its managers and human resource manager.

   Research Results:
   a) There is a need for a vision and a clear mission for the organization as well the importance of clarifying the goal, which helps in achieving change successfully.
   b) The importance of determining the role of each team member to ensure the proper implementation.
   c) The need to consider professional work groups that are characterized with high abilities and their role to lead to organizational change.
   d) The importance of talented leadership and their role in promoting trust among employees as well as developing their sense of loyalty.
   e) The importance of having clear job description, and strong communication system to manage change successfully.

   Research Recommendations:
   a) Have a clear vision, mission, and goal for organizations.
   b) Promote trust among employees and develop their sense of belonging.
   c) Depend on multi skilled employees to manage change
   d) Enhance employees' skills through training them to enhance their capacity.
   e) Apply new performance system that depend on different resources to evaluate performance; not only supervisors evaluation.

2. **Khalaf (2010), The Relationship between Transformational Leadership and Managerial Creativity (Descriptive Study on Academic Heads of Departments at the Islamic University of Gaza)**

   The research aims to examine the relationship between transformational leadership possession of academic leaders and developing managerial innovation for the heads of academic departments at the Islamic University of Gaza. The data were collected from all academic heads of departments (50

leaders) at The Islamic University of Gaza for the academic year (2009/2010). Comprehensive inventory sample was used and 45 questionnaires were retrieved from heads of academic Departments, the researcher received 45 out of 50 questionnaires.

Research Results:

a) It was found that 80.6% of the academic leaders practiced transformational leadership.

b) It was found that there is a significant difference between the answers of respondent about transformational leadership relationship with academic leaders' innovation at the Islamic University due to personal and demographic variables (age, years of experience and qualifications).

Research Recommendations:

a) IUG should organize awareness workshop about transformational leadership among Islamic University academic leaders to raise their awareness in this regard.

b) The university should motivate creativity through tangible and intangible rewards.

c) Establish human resource department to encourage employees for creativity, develop their managerial skills, and direct employees to improve their performance.

d) Develop leaders of change skills to have a clear vision on change, its causes, results, and how to overcome and consequently to develop new plan that can be applied in the university.

e) Provide technical and financial support to facilitate the implementation process of change by the university and Ministry of High Education.

3. Al Arabid (2010), The Role of Participatory Leadership Directorates of Education in Solving the Problems of Managers of secondary Schools in Gaza Governorates.

The study aims to discover the relationship between the transformational leadership' four dimensions (Idealized influence, inspirational motivation, Intellectual simulation, individualized consideration), and the employee's empowerment in the Palestinian universities in Gaza. A descriptive analytical approach was used in which a random sample of employees from the Palestinian universities in Gaza. 660 questionnaires were distributed to the administrators and the academics in different administrative positions, the number of respondent are 567 with response rate (85.90%).

Research Results:

a) The empowerment elements are exist at the universities; some of those elements exist in high degree and others in moderate level.

b) The transformational leadership dimensions (Idealized influence, inspirational motivation, intellectual simulation and individualized consideration) do exist in the universities.

c) There is a positive relation between transformational leadership dimension and the empowerment of employees in Gaza universities due to (Gender, nature of work, name of university, and years of experience).

Research Recommendations:

a) Increase attention to employees personal and job needs.

b) Encourage managers to practice delegation and empowerment to create a competitive environment that develop their capacities.

c) Involve employees to participate in making decisions and setting the organization goals and objectives.

d) Take care of all employees.

e) Encourage employees to provide innovative ideas to resolve problems.

f) Enhance trust among employees to enable them to plan effectively and resolve work problems accordingly.

g) Conduct intensive training courses on transformational leader, and concentrating more on the behaviors the transformational leaders to increase staff empowerment.

4. Saqer (2009), The Effect of the Perceived Leadership Style on Organizational Commitment: An Empirical Study on UNRWA Staff

This study aims to investigate the leadership style in the light of the full range leadership theory, which consists of transformational, transactional, and liassez-faire styles on the organizational commitment as a multidimensional concept (emotional, continuance, and normative commitment) and to recognize the type and the level of the organizational commitment of the UNRWA staff. UNRWA local staff located in Gaza, West Bank, Jordan, Syria, and Lebanon completed 589 questionnaires.

Research Results:

a) There is a positive relation between the perceived leadership and organizational commitment.

b) There is a strong positive relationship between transformational and transactional leadership and the organizational commitment.

c) There is a statistical difference among the respondent on their understanding of leadership style and organizational commitment due to their demographic characteristics (place of work, age, gender, family size, marital status, family size, academic qualification, experience, job level, and number of training courses received.

Research Recommendations:

a) Make further studies on the leadership style and organizational commitment through a comparative perspective between UNRWA five locations or through UNRWA and other organizations.

b) Investigate the factors that affect continuance commitment among UNRWA staff.

c) Split UNRWA staff into two groups supervisors and subordinates to make a comparison between employees self-rating and supervisors understanding of leadership style

d) Figure out other leadership style.

e) Repeat the study using other scales.

f) Additional effort should be applied to build trust and enhance the participative decision making approach.

g) Activating reward system that could be a good instrument for the affective and normative commitment of the staff.

5. Hajaj (2007), Employees Resistance to Organizational Change among Palestinian Ministries

The research aims at recognizing the reasons behind employees' resistance to organizational changes in the Palestinian ministries, moreover, the research concentrated on different administrative styles to overcome resistance to change, and to identify the demographic factors that lead to resistance. The researcher collected data from 400 directors in the Palestinians Ministries in Gaza Strip. A questionnaire has distributed to the directors and the researcher-analyzed data through frequency,

percentage, means and one way ANOVA T. test, person correlation scatter plot and LSD test were all used.

Research Results:

a) The reason behind employees' resistance to organizational change at Ministry of Finance, Ministry of Interior and Ministry of Social Affairs is managing the change by force.

b) The reason behind employees' resistance to organizational change at Ministry of Youth, Ministry of Sport and Ministry of Communication is employees' anxiety for losing reward.

c) The reason behind employees' resistance to organizational change at Ministry of Agriculture is ignoring human aspects.

d) The reason behind employees' resistance to organizational change at Ministry of Housing is selecting improper time for change.

Research Recommendations:

a) Involve employees in planning and implementing change program and avoid using the dictatorial styles in applying change.

b) Apply reward system in Palestinian ministries.

c) Take care of human aspect and employees feelings inside Palestinian ministries when managing change.

d) Explore further reasons behind employees' resistance to organizational change.

Arabic Studies

1. **Al Ghanam (2013), The Impact of Leadership Styles in Change Resistance In Business Organizations (An Applied Study in the Jordan Phosphate Mines Company)**

The aim of this research is to identify the impact of leadership's styles (democratic, autocratic, and loose leadership) on Resistance to change. The researcher distributed a questionnaire to a random sample consisting of 115 employees from different administrative levels at phosphate Mines Company in Jordan, and the data has been analyzed through using statistical tools, such as: Arithmetic, R1, R2, Standard deviations, T-Test, ANOVA and other tools.

Research Results:

a) The democratic style is the more powerful than loose style, and the autocratic is the less.

b) Subordinates who participate less in change decisions making are the more resist changing.

c) There is no involvement for employees in decision-making process.

d) Top management does not identify the objective of change.

e) The top management does not realize the importance training in enhancing career levels.

f) The absence of delegation and the lack of freedom in decision-making process.

g) Managers do not sympathize with employees who are facing financial difficulties.

Research Recommendations:

a) Reconstruct leadership in the company and use democratic style and to involve subordinates in the change decisions.

b) Increase technical and administrative training to improve employees' technical and administrative skills.

c) Enhance the administrative and technical abilities of leaders and giving them the knowledge and skills that qualify them to provide guidance and supervision for their subordinate through a democratic style.

d) Identify the objectives of change process and involve employees in the decision-making process.

2. **Ismail and others (2013), Transformational Leadership and its Relation to the Reasons of Organizational Changes and its Shapes and Styles in Reducing it in the Branch of Sport Federation in Nineveh**

The aim of this research is to identify the characteristics of transformation leaders to the heads of sport federation, and to identify both individual and organizational factor covered by the change and to recognize resistance to change types, and the best method to overcome resistance to change. Finally examined the relationship between Transformational leadership and resistance to organizational change. The researcher distributed a questionnaire to 44 members from staff members of sport federation in Nineveh.

Research Results:

a) Resistance to change level when making technological change is ranging from low to very low for the sport federation members of Nineveh.

b) Positive motivation and decision making participation help in reducing resistance to change in medium level, while good communication level, good relation with high administrative level, and select the best time for change could reduce organizational change in low level.

c) There is a negative relationship between transformational leadership and resistance to organizational change because of individual and organizational factors.

d) There is no relationship between transformational leadership and both types and styles of resistance to change.

Research Recommendations:

a) Enhance leadership styles that are applied by the chief of sport federation center.

b) Follow the charismatic qualities of the heads of federation.

c) Activate procedures that help leaders to implement the desired change.

d) Consider employees emotion, adopt their ideas, and to be optimistic of the future.

e) Sport union centers should put change management plan to provide a clear vision of change for the chief of federation.

f) Avoid punishment approach to adjust the behavior of federation leaders to implement change.

3. **Al Shamasi (2012), Effectiveness of Leader-Member Exchange (LMX) in the Saudi Workplace Context During Times of Organizational Change: An Investigation of LMX roles and their Potential to Enhance Employee Outcomes**

This study suggests that the success of employees' willingness to task change may depend on the preeminence of the relationships between them and their supervisors. The research concentrated on two roles of LMX in forecasting employees' change-supportive behaviors and attitudes: the first one is role of the combined effect of LMX dimensions and the second is the role of the independent effect of LMX dimensions. The research took place in a higher educational institution in Saudi Arabia, King Abdul-Aziz University (KAU).

This research claims that when leaders develop LMX relationships along with paternalistic and empowering behavior, in turn this will achieve high quality LMX, and consequently will result in increasing willingness to job-related change. Moreover, it claims that when LMX is accompanied with high quality of affect, loyalty, contribution, and professional respect, those dimensions will affect positively the change process. The data were collected among the employees of a King Abdul-

Aziz University the researcher used survey based questionnaire 433 respondent out of 500 distributed questionnaires to employees and their managers.

Research Results:

a) The LMX quality is high between KAU staff.
b) It was found that there are diversities between managers and employees to their understanding of leadership behaviors, attitude, and efficiency against resistance to change
c) There are partial effect of LMX quality as a mediator on both leaders and followers behavior and the ability to overcome job related change
d) There are high positive effect of the proactive behavior on LMX four dimensions and readiness to accept change.

Research Recommendations:

a) The four LMX dimension can work as a positive tools to achieve proactive behavior that would achieve high quality relationships and consequently increase willingness to accept occupational change.
b) It is recommended that supervisors and employees should keep high quality leader member exchange especially at the time of work changes.
c) Both leaders and followers should participate in tailored training programs to enhance paternalistic and empowerment behavior as well as the four LMX dimension.
d) Continuous tangible and intangible appreciation.

4. **Abass, (2012), Impact of Managerial Leadership Styles on Changing Decision Making Process (An applied study in Jordanian National Electricity Company)**

This study aims to examine the impact of managerial leadership styles (Autocratic, Democratic and Loose) on decision making process, and the extent of subordinate resistance to the decisions and in its implementation, and to investigate potential techniques to resolve this problem. The research took place in the Jordanian National Electricity Company in Jordan. The number of the Jordanian National Electricity Company is 852 employees but the researcher put criteria for the population such as the entire sampled employee should witness all change stages that the company pass from 2005 till 2010 to examine their opinions towards change decisions and to investigate the level of their resistance to decision making process. So to achieve these objectives, a questionnaire was distributed to a sample of (119) employee in the Jordanian National Electricity Company.

Research Results:

a) There are different leadership styles in the company.
b) The democratic style has a strong impact on decision-making process, while the loose leadership style with less impact and no impact with the autocratic style.
c) Research Recommendations:
a) Encourage employees to participate in decision making process.
b) Reinforce democratic style to take corrective actions on the autocratic and loose style through conducting training courses.
c) Take care of subordinate point of views and decisions.

5. **Al Otaibi (2011), The Role of Leadership Skills in Reducing Reasons of Resistance to Organizational Change: General Directorate of civil Defense in Riyadh**

The research aims to explore the role of leadership skills to overcome and decrease the reasons behind organizational change. The research took place in a higher educational institution in the general directorate of civil defense Saudi Arabia, in Al Riyadh. The researcher claims that the general directorate of civil defense passed through many stage of change whether this change in the organizational structure, new technologies used, or on the human resource level

The data were collected among the officers specifically majors and major general of the general directorate of civil defense, the researcher distributed questionnaire to 215 out of 432.

Research Results:

a) It was found that most of general directorate of civil defense characterized by high self-competencies such as; the ability to utilize their personal skills at work, and characterized by high technical such as: utilizing their experience to achieve works duties efficiently, also characterized by other personal traits such as: high listening skills and good relations with others. Moreover, they has high management skills such as decision's makers, the ability to manage meeting effectively, And finally security skills such as: ensures making security duties truthfully, and adherence to the security rules and regulations.

b) It was found that the main reason behind resistance to change is the centralizations in making the decision, getting used to the routine in doing the required duties, and hasty in decision making about change without a thorough study.

c) It was found that the main approach used to reduce resistance to organizational change is to consider the advantages and the expected benefits from this change, designing flexible organizational structure subject to change, and to provide an atmosphere of trust between the leaders of change and members.

d) It was found that ideal leadership style to control resistance to change is following prophet leadership style and its techniques in dealing with change, and to provide new technologies to facilitate communication process, and finally to give leaders the opportunities to continue their higher education to increase the level of their career performance.

Research Recommendations:

a) Clarify the importance, objective, benefits of change for all members.

b) It is recommended to design flexible organizational structure accepts changes.

c) Involve staff in all stages of change process after adequate and thorough study to the intended change.

d) Benefit from successful officers experience in dealing with change and from other outsider expertise.

e) Further studies on the role of leadership in reducing resistance to change in the other security services.

6. **Erkutlu (2008), The Impact of Transformational Leadership in Organizational Change Mangement**

The research aims to define transformational leadership concept and its elements, also the research aims to define organizational change process, and the main internal and external cause of organizational change process, in addition to identify types of change that found at the hospital and the impact of transformational leadership . The research took place in the Red Crescent Hospital in Damascus. The data were collected through a questionnaire that distributed and collected from 50 individual.

Research Results:

a) It was found that there is a positive relationship between transformational leadership dimension and organizational change.

b) It was found that there is a close relationship between transformational leadership and the organizational change.

Research Recommendations:

a) Focus on the external causes of organizational change for better management.

b) Depend mostly on transformational leadership dimension for successful change management.

c) Use authority delegation approach to enable administrative leadership level of motivating staff to practice transformational leadership approach to achieve organizational justice work context.

d) Select leaders who possess the skills, experience that influence subordinate during organizational change process.

7. Melhem and Al Ibrahim (2010), Causes and Strategies of Resistance to Change in Jordanian Industrial Companies: Field Case Study

The research aims to identify the reasons behind resistance to change and develop some strategies to deal with it from managers' perspective in the mining and manufacturing companies in Jordan, further the research aims to investigate the extent of relationship and linkage between the reason of resistance and its strategies and its effect on the level of employee resistance. Further the researcher examines the impact of some demographic factors (gender, age, education) and some of functional variables (years of experience, and management level) on the nature of the strategies used to overcome resistance at mining and manufacturing companies in Jordan. The researcher used a questionnaire to collected data required that it was distributed for over 200 managers from three major mining and manufacturing companies in Jordan, a total of 132 questionnaires were analyzed. Also, the researcher used secondary resources as books and articles to develop his research.

Research Results:

a) The main strategy used by the sampled managers to manage resistance to change is the implicit and explicit coercion strategy.

b) Participation strategy is less practiced strategy among the sample manager.

c) There are minimum integration between the causes of resistance and the strategies used to deal with resistance.

Research Recommendations:

a) Managers should explore and analyze the cause of organizational change resistance and to use the appropriate strategy to overcome resistance.

b) Managers should pay attention to the integration between causes of resistance the nature of strategies applied to deal with these reasons, in order to manage change effectively through wider participation of all members of the companies.

c) Invest the high capabilities and managers' qualification to overcome organizational resistance to change.

d) Motivate manager to use participation approach and to encourage communication and information flow both horizontally or vertically.

e) It is good for future studies to use interviews to study deeply the efforts exerted to manage change and to achieve creditability and validity of the study.

f) Further examine the phenomenon through longitudinal studies.

Foreign Studies

1. **Radzi and Othman, (2014), Resistance to Change: The Moderating Effects of Leader-Member Exchange and Role Breadth Self-Efficacy**

The research's purpose is to recognize the lean production system adoption as a change management technique since the understanding of change management enable organizations for lean production implementation. Additionally it suggest that resistance can be decreased if organizations could deal with information flow properly, allow for participation and enhance the level of trust in the exchange relationship, since resistance is the main cause of failure in most change efforts. Moreover, the study claims that change can be decreased if organizations make more space for trust and participation and the extent of the employee's ability to learn new skills. The research Leader member exchange and self-efficiency influence change process. All the previous factors will make the lean production system application easier. The study was conducted at Malaysia-Japan International Institute of Technology Kuala Lumpur.

Research Results:

a) It is important for the success of lean production system to implement successful change management.

b) The results show that improving information flow process, increasing employees' engagement, and enhancing trust between leaders and followers will lead to effective change management process.

c) The results show that member's response to the LPS implementation affected by the quality LMX and their RBSE (Role Breadth Self Efficacy).

Research Recommendations:

Link the LPS implementation with models and theories of organizational change, as this increase preparedness for the LPS implementation.

2. **Shirazi, (2014), Mediating role of Organizational Justice in the Relationship between Leader-Member Exchange and Employees' Attitudinal Outcomes**

The researcher gave insight in his research on the relationship between leader-member exchange and organizational justice, moreover, the researcher focus on the organizational justice dimensions (distributional, procedural, and transactional) and its effect on employees' attitude such as satisfaction, commitment, job satisfaction, and intention to leave.

The population consisted of 160 employees in the fields of engineering and development, customer affairs and exploration, and planning department of Mashhad Water and Wastewater Company in one of Iranian organizations. The researcher used correlation test through his analysis to the data.

Research Results:

a) There is a positive and significant correlation between high-quality leader-member exchange and different dimensions of organizational justice (distributional, procedural, and transactional).

b) There is no significant relationship between procedural and transactional justice with organizational commitment.

c) Organizational justice closely affect job satisfaction and intention to leave, but does not had an effect on the organizational commitment.

d) The result shows that high quality of leader-member exchange positively and significantly affects the employees' attitudinal outcomes and the level of consent such as organizational commitment, job satisfaction, and intention to leave.

e) The result shows that each dimension of organizational justice is affected by leader-member exchange dimension and affects which consequently leads to a better understanding of the effectiveness of leader-member exchange that will improve the organizational and work attitudes.

Research Recommendations:

a) It is important to conduct employee development activities and investing continuously in human resources.
b) It is useful for managers to apply the approach of LMX to improve the sense of organizational justice and achieve high quality of leader-member exchange.
c) Enter new mediator variables on the relationship between managers and subordinates.
d) It is recommended for managers to increase employees' loyalty and commitment to organization, which will lead to decrease their intention to leave, and increase the organizational productivity.

3. **Susanne van de Kop, (2014), How Employees Regulate their Emotions During Change: Leader-Member Exchange, Resistance to Change, Emotional Exhaustion and the Mediating Role of Emotion Regulation Strategies**

This research examines if emotion regulation strategies mediate the relationships between LMX and resistance to change and between LMX and emotion exhaustion, also this study tries to provide more understanding of emotion regulation strategies and their mediating role in the relationship between LMX and resistance to change and between LMX and emotional exhaustion. The researcher collected the required data from nine organizations from different businesses sectors; Rabobank Zuid-Holland Midden, Itho Daalderop, municipality Oss, National Police Corps, DONG Energy, Capgemini, Viecuri, Open University and one insurance company preferred to stay anonymous through online questionnaire Data was gathered twice, in April 2014 and in May 2014, at the first data gathering 716 employees for the second data 262 employees were reached.

This study is a longitudinal study since data was gathered two times in nine organizations in different industries, with a total response of 111.

Research Results:

a) The results show that the relationship of LMX with resistance to change and emotional exhaustion was moderately mediated by reappraisal.
b) Subordinate with a high quality LMX relationship with their supervisor, used the reappraisal strategy during the times of organizational change and consequently less resistance to change and less emotionally exhausted in comparison with employees in low quality LMX relationships.
c) The results show that there are no important relationships between rumination and resistance to change and between rumination and emotional exhaustion.
d) The results reflect the importance of the emotion regulation strategy reappraisal during organizational change. which achieve less resistance to change and less emotional exhaustion during the times of organizational changes
e) The results shows that high quality leader member exchange relationships lead to a improve employee health and well-being, in that way organizations can save money which else was spent as a results of higher absenteeism, reduced productivity and higher health insurances

Research Recommendations:

a) Include other incentives to persuade respondents to participate for the second time, since the researcher used a longitudinal design to reduce common method bias, which occurs as in cross-sectional research.

b) Expand the theoretical foundations about emotion regulation during organizational changes time.

c) Explore the role of personality traits in emotion regulation processes.

d) Use several to achieve a better understanding of emotion regulation strategies.

4. Struijs (2012), Resistance to Organizational Change: The Effect on Job Satisfaction and Turnover Intention and the Moderating Effect of Emotion Regulation Strategies

It is necessary recognize the causes behind change resistant and emotion regulation strategy as it has a significant impact on job satisfaction and turnover intention. The study focuses on investigating the relationship between resistance to change, job satisfaction, and turnover intention, and if this relationship has a moderating effects on emotion regulation strategies. The researchers collected the required data through questionnaire distributed among (420) employees who work in ten different organizations: Five health-care organizations and five organizations in the commercial sector; 46 % of the questionnaires (194) were collected after had been completed. The study was in a cross sectional design where the data collected at the same time.

Research Results:

a) The researcher found that employees, who are more resistant to change, are less satisfied with their jobs, and thus had higher turnover intention rates. Hence, job satisfaction is an indicator to employees' turnover intentions.

b) The researcher found that employees who experience suppression to their emotion are less satisfied with their jobs and consequently are more resistance to organizational change.

c) Emotion suppression is considered undesirable emotion regulation strategy.

Research Recommendations:

a) It is good for future researcher to use a longitudinal design rather than cross sectional design; since it provides full picture if people differ in the level of resistance to change, job satisfaction, and their turnover intentions overtime.

b) Collect data through all change phases before change, during change process, and after change.

c) Before the implementation of training, employees should be aware of the conditions and goals of the courses until with Interest to participate in courses.

d) Examine the impact of resistance to change and job satisfaction on turnover intentions as well as the actual turnover.

e) Increase the number of respondents in the coming studies

5. Carter and others, (2013), Transformational Leadership, Relationship Quality, and Employee Performance During Continuous Incremental Organizational Change

The purpose of the research is to examine if the transformational leadership influences employee performance at organization in which change is an essential part of ongoing operations, and further the researcher suggest that through high-quality relationships, managers configures the change processes. The research's sample was the participants consisted of 106 trainees from two organizations from China. Two surveys were distributed for full time employees; the first one for team members and the second one was distributed to a team leader. The researcher measured

transformational leadership by a modified Chinese version of the Multi-Factor Leadership Questionnaire, LMX–multidimensional scale (LMX-MDM) to measure relationship quality, Podsakoff, MacKenzie, Moorman, and Fetter Scale (1990) for OCB, and Farh and Cheng's (1999) four-item, to measure in-role task performance scale.

Research Results:

a) It is confirmed that the importance of leadership quality at continuous incremental change.

b) Transformational leadership enables employees to be more confidence in using their skills and capabilities to manage change properly.

Research Recommendations:

a) Providing leaders of training to facilitate the development of high-quality relationships and accordingly encourage positive change outcomes such as task performance and OCB.

6. Abbas and Asghar (2010), The Role of Leadership in Organizational Change: Relating the Successful Organizational Change to Visionary and Innovative Leadership

Nowadays, it witnessed that there are unceasing conflicts and competitions between organizations. Therefore, the best helpful approach for organization is to create innovative ways in leading business. The leader as one who is accountable and responsible for change is able to manage organizational change process more efficiently and successfully if the leader is skillful and proficient enough since organizational change is required for organizations to survive and continue. Currently, all organizations are fully aware of the importance of change management to keep success. All previous studies prove that a leadership that characterized with Vision and Innovative with other distinctive proficiencies can lead organizational change successfully.

The purpose of this study is to discover the relationship between successful organizational change and leadership depending on "Vision" and "Innovative approach". The study focuses on identifying the role of leadership and its proficiencies; furthermore, it aims to encourage the organizations to think about the importance of "Vision" and "Innovative Approach".

The objectives were obtained by conducting a critical review of previously existing studies of including all types of academic articles, textual and multi-media products; television programs and web sites. Furthermore, the researcher uses interviews to connect the cases with the concepts identified in the literature to formulate a model. The researcher uses two case studies one was Nirala Sweets from Pakistan, and the second MAS Holding from Sri Lanka.

Research Results:

The researcher found both concepts visionary and innovative leadership are important causes for carrying change in organization.

a) The researcher found that the role of leadership is fundamental part for the organizational change and innovation as well.

b) The researcher found that leadership qualities are the essential factors behind the foundation and application of visionary and innovative practices on organizations.

Research Recommendations:

a) If recent studies go with the theory that leaders are created, therefore, it is worthy for future studies to investigate how to create visionary leaders.

b) Using the proposed model for future research in order to be developed and to develop new relations.

7. **Lo Chiun and others, (2009), Leader-Member Exchange, Gender, and Influence Tactics. A test on Multinational Companies in Malaysia**

The aim of this research is to assess the effect of leader member exchange on managers' influence tactics, and if supervisors gender moderate the relationship between LMX and influence tactics. The researcher claims that two dimensions of LMX, specifically loyalty and affect, have direct relationships with soft influence tactics. The researcher designed a survey questionnaire to measure the mentioned factors; the questionnaire distributed to 250 industrial workers in Malaysia, the researcher only has 158 respondents to the questionnaire.

Research Results:

a) The results show little to moderate effect of LMX on influence tactics.
b) The results show no significant effect of supervisors' gender on the relationship of LMX and influence tactics.
c) The results show that loyalty and affect has a direct effect on influence tactics.
d) The results show that contribution and professional respect have not any relationship with influence tactics.

Research Recommendations:

a) The study should be applied on other local and international manufacturing firms in order to generalize results.
b) The variable should be assessed by using different questionnaire in order to avoid the common method variance.

8. **Hwa and others (2009), Supervisor vs. Subordinate Perception on Leader-Member Exchange Quality: A Malaysian Perspective.**

The research purpose is to examine the leader member exchange dimension through two different sources in Malaysian environment through supervisors ranking and subordinates ranking. This research using a survey questionnaire to empirically and systematically investigate the four LMX dimension on the Malaysian context, the researchers collected the research's data from 229 employees and their 109 direct supervisors from 63 manufacturing and service organizations in Northern Malaysia.

Research Results:

a) There are different understanding of the perception of exchange relationship between supervisors and subordinates.
b) Keeping high quality leader member exchange in a dyad relationship is crucial to this kind of relations especially it is linked to a number of significant effects.
c) Keeping high quality leader member exchange in a dyad relationship is crucial to this kind of relations especially it is linked to a number of significant effects.
d) The dimensionality of LMX varies from samples and contexts.

Research Recommendations:

The researchers recommend that the future research should consider different target with bigger population thus, other research should clarify the LMX from subordinate perspective, and to be able to generalize the results.

9. **Dam and others (2008), Daily Work Contexts and Resistance to Organizational Change: The Role of Leader Member Exchange, Development Climate, and Change Process Characteristics**

Based on the importance of LMX in improving the overall organizational change management, the researcher aims to examine how the features of the daily work environment as reflected in the form of leader member exchange related to employees' resistance to change in the context of the change process. In addition to the context and change process characteristics, the researcher focuses on how personal characteristics, such as attitude toward job changes and role breadth self-efficacy, may affect employees' reaction to changes.

The researcher developed this research using a questionnaire as a quantitative method to collect the required data from employees of a big housing company called Dutch corporation in Netherlands located in Western Europe, the questionnaire conducted at that time the employees witness new change in merging between two housing companies. 500 questionnaires were distributed through the organization. Only 235 respondents to this questionnaire from employees who worked at different working units, the questionnaire covered five main aspects that are LMX, Perceived Development Climate, Change Process Characteristics Openness to Job Changes, and Role Breadth Self-efficacy.

Research Results:

a) Employees who receive a high-quality LMX relationship with friendly development environment; through receiving more information and openings for participation, experience more trust in management, are less resistance to the change.

b) There are close relationships between resistance to change and change process features; information provision, participation chance, and trust in management.

c) There are a significant relationship between individual-level characteristics (e.g. openness to work changes, and organizational tenancy) and resistance to change.

Research Recommendations:

The researcher recommended that other researcher should develop new context features and to develop additional contextual variables that could clarify employees' reactions to organizational change.

10. **Simpeh (2008), A study of the Relationship between Leader-Member Exchange and Perception of Change in Organizations**

The research purpose is to examine the combined effect of leader reciprocity and perception of Change in Work Organizations, moreover, the researcher investigate the relationship among the four (affect, loyalty, contribution and professional respect) domains of LMX and employee perception of change. The researchers distributed 200 questionnaires over the employees from the production departments of five industrial organizations, only150 respondent to this questionnaire (response rate 75%).the participant receive two survey one to measure LMX component, and the other for perception of change.

Research Results:

a) Simpeh study shows positive relationships between affect and perception of change.

b) The result shows that there were a positive and low relationship between loyalty and perception of change; loyalty was not an indicator of employees' perception of change.

c) The result shows that there were significant correlation between contribution and perception of change

d) The result shows that two of the four domains of LMX (affect and loyalty) were very low; conversely, contribution was high in expecting perception of change.

e) The result shows that there was a low positive correlation between professional respect and perception of change.

Research Recommendations:

a) The surveyed population recognizes perception of change as something undesirable; they believe that it suggested downsizing or retrenchment. As a result employees resisted change having such perception. This could have affected the outcome.

b) Encouraging Organizations to recognize the abilities and competencies of their employees to achieve favorable perception of change.

c) Improving leader and member contribution and professional respect, in this manner organization can influence perception of change under LMX.

11. Bader (2008), Leader-Member Exchange and Work Outcomes: A Multiple Leadership Perspective

This research that conducted at different business sectors aims to investigate the relationship between an employees with two supervisors, also it concentrate on the relationship of leaders between each other, also it concentrates on the moderating impact of structural leadership on LMX and employees performance. The researcher collected the required data through a survey questionnaire distributed among (131) employees and 28 of their direct supervisors, two types of questionnaire distributed one form for subordinate and the other for supervisors, it is worthy to mention that the surveys measured four major concepts: LMX, Affective organizational commitment, job performance, and Organizational citizenship behavior OCB.

Research Results:

a) The researcher found that a halo effect of supervisors ranking; the result influenced by how they rated their subordinate.

b) The researcher found that highly dedicated and committed employees; the ones who are part of in-group and are allied with only one supervisor.

c) The researcher found that the two kinds of leadership structure are important.

d) The researcher found that having high quality relationship with mainly focusing on LMX dimensions (affect and contribution) would lead to altruism work environment.

e) The LLMX has a moderate relationship between LMX and OCB.

f) The LLMX has a little impact on organizational commitment and job outcomes.

Research Recommendations:

a) It is crucial to further examine multiple LMX and the structure of leadership.

b) It is crucial to examine the LLX relationship from both subordinate and supervisors' point of view.

General Commentary on Previous Studies

As recently most organizations believe that controlling employees resistance to change is a backbone for their sustainability within the rapidly growing environment, and as many organizations started to give understanding of the relationship between superiors and followers and considered it as a main reason behind their success and prosperity, researchers tried to discuss the extent of the positive impact of leader member relationships have on the way employees respond to perceived challenges and

opportunities, such as organizational changes. Several local, Arabic, and foreign studies are reviewed and the followings are the general comments on it:

1. Many studies assuring that information flow process, increasing employee engagement, enhancing trust between leaders and followers will lead to effective change management as Ismail, Al Otaibi and others, Radzi and Othan, and Melhem and Al Ibrahim.

2. Some studies assures that employees who receive a high-quality LMX relationship with friendly development environment; through receiving more information and openings for participation, experience more trust in management, are less resistance to the change as Dam and Oreg, and Hwa and others.

3. Some studies discussed the importance of developing a culture that encourage change of ideas, involve employees in decision-making process, and setting organization goals and objectives. It is the studies of Al Ghanam, Abbas, Ismail, and Melhem and Al Ibrahim.

4. The researchers used descriptive and analytical approach to develop their studies.

5. Previous studies address the importance of leader member exchange and its impact from several aspects at many countries as (Palestine, Iran, Nineveh, Libya, Holland, Joran, Damascus, Malaysia, Pakistan, Sri Lanka, Saudi Arabi, and China).

6. Regarding the studies' population and sample, 16 studies were applied taking the private sector companies as its population, while 5 studies were applied on governmental and public organizations, and only two studies are applied on non-governmental organizations.

7. The researcher benefited from the previous studies through developing the theoretical part of the research, formulating the research's problem statement and variables.

8. This study varies from other studies that the researcher promotes a new terminology in the field of dealing with resistance to change through LMX approach.

9. Many studies confirmed the importance of leadership quality enables employees to be more confidence in using their skills and capabilities to manage change properly as Thabit, Carter and Abass and Al Ashqar

10. The researcher found that employees who experience suppression to their emotion are less satisfied with their jobs and consequently are more resistance to organizational change as Hajaj, Ismail,Struijs, and Kop

11. It is important to conduct employee development activities and investing continuously in human resources as Shirazi, Thabit, Khalaf.

12. Previous studies show the importance of applying the approach of LMX to improve the sense of organizational justice and achieve high quality of leader-member exchange as Shirazi.

13. The previous studies shows the importance of taking care of human aspects and employees feelings when managing change as Hajaj, Al Ghanam,Ismail, and Al Otaibi.

14. Previous studies that addressed the LMX agreed on the importance of leadership in achieving the strategic goals of the organization and its role in achieving the required successes , in this study the researcher reviewed various patterns of leadership (Participatory, Interactive, and Transformational) in order to highlight the local and Arab studies on leadership theories and, patterns, and the previous studies showed that LMX theory isn't addressed in the Arab societies except the study of Al Shamasi.

15. Previous studies showed that the researchers used different LMX measure, this study used a (LMX-MDM) measure in its four dimensions (affect, loyalty, participation, and professional

respect) as Hwa and others, Lo Chiun and others, Shirazi,Alshamasi, Simpeh, and Bader, while it differed with the measure used as Kop, Radzi and Othman; they used (MX 7) measure.

16. This study agrees with other studies in studying the relationship between leader member exchange and resistance to change as Kop, Radzi &Othman, Al Shamasi, Dam and others, Simpeh, and agrees with Al Shamasi and Simpeh in studying the LMX four dimensions (affect, loyalty, participation, and professional respect).

17. Previous studies shows that there are insufficient studies that tackled the leader member exchange theory; one of the important theory of leadership theories in the local and Arabic level, so this study is a qualitative addition to the Arab library.

18. Previous studies shows that there is a scarcity of the Arabic and local studies which tackled the relationship between LMX and resistance to change.

19. Up to the researcher knowledge, this is the first study that study relationship of leader member exchange and resistance to change in Gaza Strip.

Chapter -4-

The Research Practical Framework

- **Introduction**
- **Research Methodology**
- **Research Procedure**
- **Sources of Data**
- **Research Population**
- **Questionnaire Design**
- **Questionnaire Procedures**
- **Data Measurement**
- **Statistical Analysis Tools**
- **Validity of the Questionnaire**
- **Reliability of the Questionnaire**

Chapter Four-The Research Practical Framework

Introduction

This section is considered important that it focus on the practical of the research, it describes the used methodology to achieve the research' objectives including the information about the research design, research population, questionnaire design, validity and reliability of the questionnaire, and statistical data analysis.

Research Methodology

The research follows the descriptive analytical approach to describe the basic features of the data in the research. The Analytical descriptive methodology is the best methodology to be used because it is non-experimental in which it deals with the relationships existed between non-manipulated variables in a natural, rather than artificial setting. Since the events or conditions of the research interest have already existed and practiced, the researcher focuses and selects the relevant variables to analyze the relationships in the hypotheses **(Chambers & Skinner, 2003)**. The developed hypotheses are tested after conducting the planned data collection process. The researcher depends on using the Statistical Package for the Social Sciences (SPSS) to analyze the data collected by a questionnaire that is considered the primary source, while secondary sources are books, journal's articles and periodicals, reports, and websites.

Research Procedures

The followings are the steps followed by the researcher to conduct and implement the research:

1. The first phase: It includes developing the research proposal that contains identifying and defining the problems and establishment objective of the research and development research plan.
2. The second phase: After receiving the approval on the research proposal, a comprehensive literature review was conducted about Leader Member Exchange and its four dimensions (affect, contribution, loyalty, and professional respect, and resistance to change.
3. The third phase: The researcher started developing a questionnaire including the determined variables to be measured. The questionnaire was reviewed and evaluated by referees that included 9 academic and professional members.
4. The fourth phase: It is focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the research.
5. The fifth phase: It is for distributing the questionnaire. This questionnaire was used to collect the required data on Mercy Corps as a case study represent the INGO's sector. 81 questionnaires were distributed to the research population with 100% response.
6. The sixth phase: Data analysis and discussion was conducted. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis.
7. The seventh phase: The final phase includes the conclusions and recommendations.

Figure (4.1) shows the methodology flowchart, which leads to achieve the research objective.
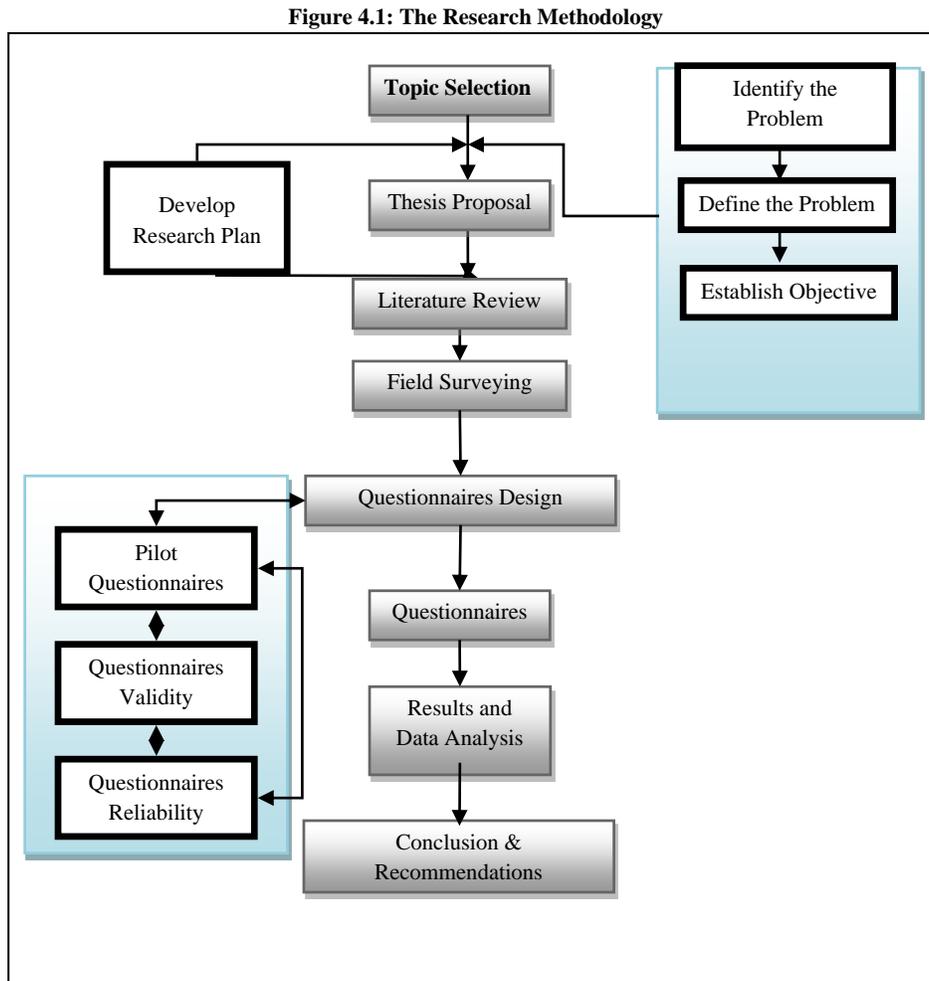
Figure 4.1: The Research Methodology

Sources of Data

The researcher used two sources of data that was collected carefully in order to achieve the research objectives:

1. Secondary Data: It is obtained from several journals that discussed leader member exchange Also, many books related to LMX and resistance to change was used, in addition to thesis from universities and electronic libraries. Data about the selected case study were collected from its' websites and its digital library.

2. Primary Data: A questionnaire is the used tool to collect data about the relationship between leader member exchange and resistance to change. The respondents were asked regarding the research's variables.

The Research Population

The population of research consisted of Mercy Corps- Gaza office employees that contained (81) full time regular employees with different job levels, backgrounds and experience. The researcher applied a comprehensive survey on all the population members. The researcher distributed 81 questionnaires with 100% response. (**Source of Data: HR Departments at Mercy Corps – 2015, August)**

Table 4.1: Population of the Research

The Organization	Male	Female	Total
Coordinator / Technical Staff	21	18	39
Director	2	1	3
Manager	5	3	8
Officer/ Technical Staff	10	5	15
Senior Officer/ Technical Staff	5	3	8
Support Staff	5	3	8
Total	**48**	**33**	**81**

Source: Articulated by the Researcher

Questionnaire Design

The questionnaire was carefully design in order to facilitate the collection process, in addition to maximize the reliability and validity of data gathered from respondents. The questionnaire is composed of the following sections:

1. Section (1): It included a brief description of the thesis subject and concepts.
2. Section (2): It focused on the personal and organizational characteristics of the respondents including (gender, age, educational level, years of experience, and the job level
3. Section (3): 10 questions focused on measuring affect as one of LMX dimension and its relationship with resistance to change.
4. Section (4): 10 questions focused on measuring loyalty as one of LMX dimension and its relationship resistance to change.
5. Section (5): 9 questions focused on measuring contribution as one of LMX dimension and its relationship resistance to change.
6. Section (6): 10 questions focused on measuring professional respect as one of LMX dimension and its relationship resistance to change.
7. Section (7): 18 questions focused on measuring resistance to change.

Table 4-2: Questionnaire's Dimensions and their Number of Items

No.	Domains	Number of items
Leader- Member Exchange (LMX)		
1.	First Dimension: Affect	10
2.	Second Dimension: Loyalty	10
3.	Third Dimension: Contribution	9
4.	Fourth Dimension : Professional Respect	10
Resistance to change		18
Total		57

Questionnaire Procedures

The researcher utilizes the following questionnaire procedures:

1. Upon designing the questionnaire, it was reviewed and modified by the research supervisor.

2. The modified copy was given to a number of 9 referees, including academics and none-governmental organization professionals who have excellent knowledge and expertise in the area of the research topic.
3. The questionnaire was modified based on the referee's comments and a pilot sample of 20 questionnaires was distributed to help test the validity and reliability of the questionnaire.
4. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the importance (1 to 10) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. The scale (1) strongly disagree to (10) strongly agree was used to evaluate the degree of the satisfaction of item noting that to determine the interval of the scale, the lowest value was decreased from the highest value (10-1=9), then it was divided by the number of intervals (9/5=1.8) and then multiplied in the highest scale rate (1.8*10); thus the interval for each value in the scale is 18 Based on Likert scale, the researcher has used the following

Table 4-3: Criterion of Determination the Levels of Relative Weight

Scale	Very low	Low	Medium	High	Very high
Relative Weight	Less than 27.9	28.0-45.9	46.0-63.9	64.0-81.9	82.0-100

Statistical Analysis Tools

The researcher analyzed the data by (SPSS) using the following statistical methods

1. Frequencies, means, standard deviation, percentage and relative weight to describe the characteristics of the sample and their responses.
2. One sample T-test to test the respondents about Leader Member Exchange and resistance to change, to test the equality of the means of respondents for each item, dimension and dimension to the middle value 5.5
3. Cronbach's alpha, Spearman brown, Guttmann formulas for measuring the reliability of research tool.
4. Pearson's correlation formula to calculate the internal validity of the research tools.
5. Independent samples T-test to detect the statistical differences between participants mean responses about the variables of the research according to demographic variables (i.e. gender-experience).
6. One way ANOVA test to determine the statistical differences between participants mean responses about the variables of the study according to their (i.e age, gender, job level- educational level, and years of experience).

Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (**Polit and Hungler, 1985**). Validity has a number of different aspects and assessment approaches.

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale.

1. External (Pre-Pilot) Validity of the Questionnaire: It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the researcher had taken the approval of the supervisor to review the tool on Academic and Professional levels to ensure its relevance and stability. Reviewing of questionnaire with academic and business people who have had long-time experiences in business practice environment, were conducted in order to ensure logic, that included nine of academic staff from Universities reviewed the tool. The reason for including professional was to assure that the statement truly addressed the critical areas from the professional perspective. A pilot sample of the research consisted of 20 members of mercy corps Gaza office employees selected randomly from the population of the research. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents.

2. Internal validity is the strength of correlation between the degree of every items of the test with its dimension and the degree of correlations between every dimension and the total score of test. The researcher calculated Pearson's correlation coefficients between the scores of pilot sample on each dimension with their items, and the questionnaire dimension with the total average of questionnaire in order to determine the internal validity as shown in the following tables.

    a. Internal validity of the first dimension "Affect" : The researcher computed Pearson's correlation coefficient between the scores of pilot sample on each item of the first dimension and the total degree of it as shown in following table (4-4):

Table 4-4: Person Coefficient between Each Paragraph of "Affect" and Its Total Score

No.	Items	Correlation coefficients	p- value
1.	I have powers to amend some work procedures in the organization.	0.779	0.00*
2.	I have the right to issue orders to have the work instructions implemented by subordinates.	0.848	0.00*
3.	I'm eager to promote teamwork and spread the spirit of cooperation among subordinates.	0.623	0.003*
4.	I'm entitled to delegate powers to employees.	0.704	0.001*

No.	Items	Correlation coefficients	p- value
5.	I constantly follow up with employees guiding them to cope with problems they might encounter at work.	0.590	0.006*
6.	I gained extensive experience form previous work positions in dealing with employees.	0.787	0.00*
7.	I utilize previous experiences to positively affect and promote employees.	0.801	0.00*
8.	My direct supervisor's experiences contribute to building strong relationships with employees.	0.597	0.005*
9.	Employees of the organization are positively influenced by my personality.	0.781	0.00*
10.	Employees of the organization respect my decisions at work.	0.626	0.00*

*Correlation is significant at the 0.05 level

The above table shows that Pearson correlation coefficient of pilot sample scores on each item with the total score of first dimension are significant at $\alpha \leq 0.01$ which confirmed the internal validity of first dimension.

   b. Internal validity of the second dimension (Loyalty)
      The researcher compute person correlation coefficient between the scores of pilot sample on each item of the second dimension and the total average of it as shown in table (4-5)

Table 4-5: Person Coefficient between Each Paragraph of "Loyalty" and Its Total Score

No.	Items	Correlation coefficients	p- value
1.	I reflect a perfect image of the organization to others.	0.889	0.00*
2.	I implement any tasks assigned to me with complete satisfaction and loyalty to the organization.	0.942	0.00*
3.	I find harmony between the organization's goals and my own.	0.928	0.00*
4.	My personal values match the organization's norms.	0.871	0.00*
5.	I consider my organization as one of the distinguished national organizations.	0.916	0.00*
6.	I exchange advice and meaningful guidance with my colleagues at work.	0.934	0.00*
7.	Cooperation and participation are available among members regarding professional tasks implementation.	0.808	0.00*

No.	Items	Correlation coefficients	p- value
8.	Organization motivates me financially and morally to provide the best performance at my work.	0.850	0.00*
9.	Organization is keen on providing a work environment that is convenient for employees.	0.817	0.00*
10.	I do outstanding efforts towards success of the organization.	0.881	0.00*

* Correlation is significant at the 0.05 level

Table No. (4-5) shows that Pearson correlation coefficient for each item with the total score of second domain are significant at $\alpha \leq 0.01$ which confirmed the internal consistency of second domain.

c. Internal validity of the third dimension (Contribution)
The researcher compute person correlation coefficient between the scores of pilot sample on each item of the third dimension and the total average of it as shown in table (4-6)

Table 4-6: Person Coefficient between Each Paragraph of "Contribution" and Its Total Score

No.	Items	Correlation coefficients	p- value
1.	Atmosphere of cooperation is available between supervisor and his/her subordinates within the	0.912	0.00*
2.	Organization highlights collective performance through the formation of work teams.	0.895	0.00*
3.	Trust prevails among staff in the organization.	0.855	0.00*
4.	Management allows subordinates to participate in decision-making regarding the work progress.	0.774	0.00*
5.	Supervisor encourages subordinates to exercise leadership roles in their careers.	0.829	0.00*
6.	Management has confidence in my ability to accomplish tasks entrusted to me.	0.925	0.00*
7.	Supervisor gives powers to skilled and experienced subordinates.	0.921	0.00*
8.	Management provides sufficient flexibility to subordinates to carry out their work.	0.851	0.00*
9.	Management takes staff's feedback into consideration and adopts good proposals.	0.828	0.00*

* Correlation is significant at the 0.05 level

Table No. (4-6) shows that Pearson correlation coefficient for each item with the total score of third domain are significant at $\alpha \leq 0.01$ which confirmed the internal consistency of the third dimension.

d. Internal validity of the fourth dimension (Professional Respect)
    The researcher compute person correlation coefficient between the scores of pilot sample on each item of the fourth dimension and the total average of it as shown in table (4-7)

Table (4-7): Person Coefficient between Each Paragraph of "Professional Respect" and Its Total Score

No.	Items	Correlation coefficients	p- value
1.	My direct supervisor appreciates my efforts at work.	0.900	0.00*
2.	Organization's Management allocates sufficient funds for the implementation of new creative ideas.	0.605	0.005*
3.	My supervisor makes me feel the importance of my job as a vital part of the organization.	0.872	0.00*
4.	Organization gives me a sense of security and stability.	0.548	0.012*
5.	I can reach the decision-makers and easily express my attitude.	0.781	0.00*
6.	My direct supervisor stimulates me to get greater responsibility.	0.704	0.00*
7.	Applicable incentive system achieves equity for all employees.	0.751	0.00*
8.	Appreciation for my efforts by my direct supervisor is a real incentive for further achievements.	0.897	0.00*
9.	Supervisors appreciate and cherish efforts of subordinates.	0.841	0.00*
10.	Supervisors have great confidence in capabilities of their subordinates.	00.835	0.00*

* Correlation is significant at the 0.05 level

Table No. (4-7) shows that Pearson correlation coefficient for each item with the total score of the fourth dimension are significant at $\alpha \leq 0.01$ which confirmed the internal consistency of it.

e. Internal validity of the second field (Resistance to change)
    The researcher calculated person correlation coefficients of the pilot sample scores on the part of resistance to change and its total score as shown in table (4-8)

Table 4-8: Person Correlation between Each Paragraph of Resistance to change Questionnaire with its total score

No.	Items	Correlation coefficients	p- value
1.	Organization is keen on involving employees in planning for the process of organizational change.	0.849	0.00*
2.	Management encourages employees to express their feelings towards programs of change.	0.793	0.00*

No.	Items	Correlation coefficients	p- value
3.	Employees realize the real reasons underlying the processes of change.	0.775	0.00*
4.	Employees participate in the development of programs of change in the organization.	0.753	0.00*
5.	Senior Management provides employees with complete information about the processes of change before starting off.	0.812	0.00*
6.	Programs of change aim at the improvement and development of work within the organization.	0.875	0.00*
7.	Employees understand rationales of decisions to change in the administrative organization and functionality.	0.854	0.00*
8.	Employees are satisfied with the operations of change in the organization and are committed to implementing its requirements.	0.861	0.00*
9.	Senior management takes into account the importance of the human factor upon implementing processes of change.	0.777	0.00*
10.	Procedures and instructions relating to processes of change are fair and obvious.	0.902	0.00*
11.	Employees' capacities are promoted to let them acquire new skills that commensurate with processes of change.	0.785	0.00*
12.	Management promotes and appreciates employees who comply with processes of change.	0.827	0.00*
13.	Employees realize that they would keep having their jobs upon implementing processes of change.	0.776	0.00*
14.	There're individuals within the working groups compel others to accept processes of change.	0.838	0.00*
15.	Employees wish success to process of change sought by organization.	0.929	0.00*
16.	Employees realize possibility of losing some employment benefits as a result of processes of change.	0.756	0.00*
17.	Employees feel the presence of the appropriate regulatory readiness by the organization for the achievement of processes of change.	0.837	0.00*
18.	Level of communication and coordination is effective among implementers and those in charge of processes of change.	0.774	0.00*

*Correlation is significant at the 0.05 level

Table No. (4-8) shows that Pearson correlation coefficient for each item with the total score of resistance to change questionnaire are significant at $\alpha \leq 0.01$ which confirmed the internal validity of it.

    f. structural validity of the questionnaire

          Pearson correlation coefficient of each domains with the total score of the questionnaire had been calculated in order to verify of the Structural validity of the questionnaire domains as shown in table No. (4-9).

Table (4-9): Pearson Coefficient for Each Domain of Study Tool and Their Total Score

Dimension	Correlation Coffecient	P-Value
Affect	0.585	0.00*
Loyalty	0.644	0.00*
Contribution	0.910	0.00*
Professional Respect	0.872	0.00*
1st domain (LMX)	0.958	0.00*
2nd domain (Resistance to change)	0.895	0.00*

* Correlation is significant at $\alpha \leq 0.05$

Table No. (4-9) shows that Pearson correlation coefficient for each domain and total degree of questionnaire is less than 0.01 this results indicated that there are statistical significant at $\alpha \leq 0.05$ level so the correlation coefficients of each domain with the total degree of questionnaire were significant at $\alpha \leq 0.05$ which confirmed the structural validity of questionnaire .

Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (**Polit & Hunger, 1985**). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (**Polit & Hunger, 1985**).The researcher used two techniques to calculate the reliability of the questionnaire

    1. Split- half technique: To determine reliability of the questionnaire the researcher used the split-half technique which depends on splitting the test for two parts, and calculating the correlation between the parts, then make a correction for the correlation coefficient by Spearman – Brown Prophecy Formula or Guttmann equation as given in the table (4-10):

Table 4-10: Reliability coefficient for each dimension of (LMX) before and after correction

Dimension	Numbers of items	Correlations coefficients	
		Before correction	After correction
Affect	10	0.738	0.850
Loyalty	10	0.919	0.958
Contribution	9	0.911	0.920
Professional Respect	10	0.816	0.899
Total degree of Leader Member Exchange (LMX)	39	0.848	0.917
Resistance to change	18	0.814	0.897
Total score of the questionnaire	57	0.758	0..855

Table No. (4-10) shows that correlation coefficient for each dimension and total degree of first dimension are high coefficient which indicated that the first theme (LMX) is reliable to apply on the sample of research. Additionally, it shows that correlation coefficient for total degree of second field (resistance to change) is high coefficient which indicated that the second field (resistance to change) is reliable to apply on the sample of research.

2. Cronbach's Coefficient Alpha method: It is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table 4-11: Cronbach's Alpha for Each Field of the Questionnaire

No.	Dimension	Number of items	Cronbach's alpha coefficients
1.	Affect	10	0.862
2.	Loyalty	10	0.966
3.	Contribution	9	0.954
4.	Professional Respect	10	0.915
5.	Total degree of Leader member exchange (LMX)	39	0.964
6.	Resistance to change	18	0.970
7.	Total score of the questionnaire	57	0.938

Table No. (4-11) shows that Cronbach's alpha coefficient for each dimension and total degree of first field LMX are high coefficient which indicated that the questionnaire is reliable to apply on the sample of the research. Additionally, it shows that Cronbach's alpha coefficient for total degree of second fieldn

(resistance to change) are high coefficient which indicated that the second field is reliable to apply on the sample of the research.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample as shown on Annex (3).

Chapter -5-

Data Analysis and Hypothesis Testing

- **Introduction**
- **Test of Normality**
- **Descriptive Analysis of the Sample Characteristics**
- **Data Analysis**
- **Hypothesis testing**

Chapter Five-Data Analysis and Hypothesis Testing

Introduction

This chapter aimed to analyze the collected data and to test the research hypothesis in order to achieve the objectives of the study. This chapter includes descriptive analysis of the sample. It shows the data analysis of study tool and examination in order to get the finding of research. The researcher used different statistical techniques using the statistics software package (SPSS) to analyze the collected data.

Test of Normality

One-Sample Kolmogorov-Smirnov Test procedure was used to compare the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (**Thode, 2002**). Table (5-1) shows the results for Kolmogorov-Smirnov test of normality.

Table 5.1: Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov		
	No of items	Z- value	P-value
First Dimension: Affect	10	0.671	0.760
Second Dimension: Loyalty	10	0.656	0.782
Third Dimension: Contribution	9	0.961	0.413
Fourth Dimension : Professional Respect	10	0.854	0.459
Leader member exchange (LMX)	39	0.739	0.646
Resistance to change	18	1.112	0.169

From Table No. (5.1), Z-value of each variable of questionnaire are not significant at $\alpha \leq 0.05$ which means that collected data by applying the questionnaire on the sample of research are normally distributed so the researcher can use parametric statistical test to perform the statistical data analysis.

Analysis of Personal Characteristics

1. **Gender**

The researcher calculated frequencies and percentage of the sample according to the variable of the research as shown in the following table:

Table 5.2: Gender

Gender	Frequency	Percent
Male	48	59.3
Female	33	40.7
Total	**81**	**100.0**

Table No. (5.2) shows that the majority of the respondents are males, and they are 48 persons representing 59.3% of the study sample compared to females who represents 40.7%. These indicators underlined how much gender balance is practiced in Mercy Corps, and to what extent Mercy Corps encourages gender balance through MC recruitment policy which encourages hiring both genders fairly through a transparent process without any kind of discrimination. Thus this gender balance contributes in improving the quality of decisions and driving to greater achievement, also this improves Mercy Corps performance by fostering greater gender diversity.

2. **Age**

Table 5.3: Age

Age	Frequency	Percent
From 25-35 years	52	64.2
From 35- 45 years	23	28.4
More than 45 years	6	7.4
Total	**81**	**100.0**

Table No. (5.3) shows that 92.6% of the sample are between 25-45 years old, and 7.4% of the sample are elder than 45 years old. This indicates that Mercy Corps enhance the participation of the youth and is interested in employing young employees because it is growing continuously and need employees who are active and have the energy to perform effectively to improve themselves, and who can continue to learn and adapt; think creatively; solve problems independently; manage themselves at work; handle basic technology, lead effectively as well as follow supervision.. Additionally, Mercy Corps prefer to acquire older employees for top-level positions that require more experience in order to enhance the skills of the younger employees to manage the work effectively. Moreover, it reflects Mercy Corps adoption to young people, and how it believes in their capabilities, and their essential role in causing positive change. Furthermore, one of the strategic objective of Mercy Corps is responding to the interest of youth that needs having young employees who understand their interest, and able to express their needs.

3. **Educational Degree**

Table 5.4: Educational Degree

Educational Degree	Frequency	Percent
Diploma and less	11	13.6
Bachelor	52	64.2
Master and PhD	18	22.2
Total	**81**	**100.0**

Table No. (5.4) shows that 13.6% of the sample are diploma degree holders, 86.4% are bachelor, master and PhD degree holders. This reflects Mercy Corps interest in employing highly educated employees in order to be able to perform their work with the set standards and the requirements of the job. In addition, this means that some employees are interested to invest in their educational improvement to match their career development. Since Mercy Corps encourages their employees to join different educational and developmental programs, many of the MC employees completed their master studies while working at

Mercy Corps as stated at Mercy Corps human resources report. This shows that MC offers a prime opportunity to expand the knowledge base of all employees through providing the needed support for employees to teach, to succeed and perform optimally. Additionally, educational diversity can help employees improve their performance by creating a workplace free of judgments and stereotypes. In addition, it provide employees with a level of understanding in the workplace. Further, the educational diversity will help in finding common ground in an environment rich with variety of opinions and perspectives.

4. **Organizational Level**

<p align="center">Table 5.5: Organizational Level</p>

Org. Level	Frequency	Percent
Director	3	3.7
Manager	8	9.9
Senior Officer/ Technical staff	8	9.9
Officer/ Technical staff	15	18.5
Coordinator	39	48.1
Support staff	8	9.9
Total	**81**	**100.0**

Table No. (5.5) shows that 3.7% are Directors, 9.9% are mangers, 76.5% Senior Officers, Officers, and Coordinators; Mercy Corps technical Staff, while 9.9% are Support staff. This demonstrates that most Mercy Corps employees are from coordinators and officers and this reflects that Mercy Corps mostly depends on those two levels in the implementation of MC programs in the field. In addition, it is a good indication to have a structure balance on management positions and the other lower positions.

5. **Years of Services**

<p align="center">Table 5.6: Years of Services in the Organization</p>

Years of Services in the Organization	Frequency	Percent
Less than 5 year	37	45.7
More than 10 years	44	5432
Total	**81**	**100.0**

Table No. (5.6) shows that 45.7% of the sample are less than 5 years' experience, while 54.32% are more than 5 years' experience. To illustrate, most of Mercy Corps employees have been working in the

organization for more than five years and this shows that the turnover is low at Mercy Corps because of their loyalty and commitment. The longer the employee spend in Mercy Corps, the more valuable their experience become. This, also, indicate the strong and healthy human resource retention policies that assures having talented employees and invest in them to develop and advance their career

Data Analysis

One sample t-test was used to determine the opinion of respondents toward the leader member exchange and resistance to change at Mercy Corps-Gaza. The following tables show the analysis of the opinions of employees. The researcher depending on the following criterion in order to determine the degree of proportional mean for the research sample response on the questionnaire

Leader member exchange (LMX) dimensions among Mercy Corps- Gaza employees:
One sample T.Test, means, proportional mean, t - values and p-values were calculated for the study sample degrees on total score of the total score of leader member exchange questionnaire had been calculated   as shown in table (5-7)

Table 5-7: Mean, T.value proportional mean and its level on the total degree of (LMX)

Dimension	Mean	T value	p-value	Proportional mean	Rank	Level
Affect	7.21	10.475	0.00*	72.12	4	High
Loyalty	8.63	15.122	0.00*	86.27	1	Very high
Contribution	8.01	15.450	0.00*	80.05	2	High
Professional respect	7.57	13.157	0.00*	75.72	3	High
Total (LMX)	7.85	17.701	0.00*	78.50		High

*T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table No. (5-7) shows that (t.value) of total degree of (**Leader Member Exchange)** = (17.701) is significant at $\alpha \leq 0.01$ and its proportional mean is about (78.50) which means that the extent of leader member exchange among Mercy Corps Gaza employees is high. The highest dimension of (LMX) is the second (loyalty) with a very high proportional mean (86.27), third dimension has a high proportional mean (80.05), fourth dimension has high proportional mean (75.72) and the lowest dimension is (Affect) (72.12). The results regarding the extent of leader member exchange is high consistent with (**Kop, 2014**), (**Shirazi, 2014**), (**Dam et al, 2008**), (**Simpeh, 2008**), (**Bader, 2008**), (**Al Shamasi, 2012**), and (**Lo Chiun et al, 2009**). The results according to the arrangement of LMX dimension is inconsistent with (**Shirazi, 2014**), in which contribution is the highest dimension while in this study it is the second dimension and the proportional mean for them is equal 80.05%. While according to (**Bader, 2008**) it is found that professional respect is the highest order while on this study is the third order. In addition, this result is inconsistent with (**Shirazi, 2014**) in which loyalty is the highest occupied the first arrangement, while (**Al Shamasi, 2012**), is the lowest dimension and it occupied the fourth order. Moreover, the result is consistent with (**Al Shamasi, 2012**), since contribution occupied the second order,

1. First dimension (Affect)

The researcher used one sample T.test and calculated means proportional weight and rank of the scores of respondents one each item and total degree of first field (Affect) of (LMX) as shown in table (5-8)

Table 5-8: Mean, T.value proportional weight and its level of each item and total degree of the first dimension (Affect)

SN	Items	Mean	T value	p- value	proportional mean	Rank	Level
1.	I have powers to amend some work procedures in the organization.	4.70	2.721	0.00*	47.04	10	Medium
2.	I have the right to issue orders to have the work instructions implemented by	6.21	2.322	.0.023*	62.10	5	Medium
3.	I'm eager to promote teamwork and spread the spirit of cooperation among subordinates.	8.37	13.190	0.00*	83.70	3	Very high
4.	I'm entitled to delegate powers to employees.	5.78	3.014	0.00*	57.78	9	Medium
5.	I constantly follow up with employees guiding them to cope with problems they might encounter at work.	6.70	3.719	0.00*	67.04	8	High
6.	I gained extensive experience form previous work positions in dealing with employees.	8.44	14.931	0.00*	84.44	1	Very High
7.	I utilize previous experiences to positively affect and promote	8.17	13.056	0.00*	81.73	4	High
8.	My direct supervisor's experiences contribute to building strong relationships with employees.	8.40	14.361	0.00*	83.95	2	Very High
9.	Employees of the organization are positively influenced by my personality.	7.46	10.166	0.00*	74.57	6	High
10.	Employees of the organization respect my decisions at work.	7.89	12.965	0.00*	78.89	5	High
	Total	7.21	10.475	0.00*	72.12		High

*T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table No. (5-8) shows that T.value of each item of the first dimension (Affect) and its total degree are significant at level α≤0.01 and proportional mean of total degree equal (72.12) which is high proportional mean. Item number (6) has the highest proportional mean (84.44) which is very high proportional mean, item (8) has very high proportional mean (83.95), item (4) has medium proportional mean (57.78) and item (1) has the lowest proportional mean (47.04). These results mean that the level of affect between leaders and member among Mercy Corps- Gaza employees is high. Moreover, the highest item of Affect are (I gained extensive experience form previous work positions in dealing with employees)

and (My direct supervisor's experiences contribute to building strong relationships with employees) and the lowest are (I'm entitled to delegate powers to employees) and (I have powers to amend some work procedures in the organization).

Based on the released results above, the researcher stipulated the following comments:

The result regarding "I gained extensive experience form previous work positions in dealing with employees" shows that the employees have a high level of management skills to deal with their peers, supervisors, and subordinates. This indicates that the positions that employees occupied help them to understand how to deal with employees effectively and this contribute in increasing the productivity, decrease frustrations, morale goes up and beneficiaries get satisfied. This also indicates the efforts exerted by Mercy Corps to coaching and mentoring its employees, and proves the continuous efforts put by MC to make them a part of MC management practices.

Regarding item #8 that "My direct supervisor's experiences contribute to building strong relationships with employees" which reflects the effort exerted by MC management to build successful work relationships and interact with people in a positive way to achieve the organizational goals and career success. Also this reflects the supervisors' awareness of the differences among people, and their willing to accept these differences as a positive force within an organization. In addition desire to manager's in building trust with their employees to create strong relationship between them and improve their performance.

The responses of the population of the research agree that they don't have the power to delegate powers and authority to employees and this due to the organization hierarchy in which most of staff are technical and field staff and the types of the tasks that they are involved in it doesn't give them space for delegation.

Regarding item #.1, (I have powers to amend some work procedures in the organization). This can be explained that Mercy Corps does not provide employees with authority to amend some of work procedures and they are not satisfied on the degree of involvement in making decisions, or involvement in changing working conditions, or the policies.

This result is inconsistent with **(Bader, 2008)**, **(Lo Chiun et al, 2009)**, **(Al Shamasi, 2012)**, **(Shirazi, 2014)** in regards to the extent of the high level of Affect dimension. This can be explained that Mercy Corps leaders and followers keep a friendly relationship between each other's depending on mutual respect, also this reflects that Mercy Corps management engage the employees in the decision making process and take it into consideration, which build more trust between them.

2. Second dimension (loyalty)

The researcher used one sample T.test and calculated means proportional weight and rank of the scores of respondents one each item and total degree of second dimension (loyalty) of (LMX) as shown in table (5-9)

Table (5-9): Mean, T.value proportional weight and **its level of each item and total degree of the second dimension (loyalty)**

SN	Items	Mean	T value	p- value	proportional	Rank	Level
1.	I reflect a perfect image of the organization to others.	9.14	2.721-	008.*	91.36	3	Very high

SN	Items	Mean	T value	p- value	proportional	Rank	Level
2.	I implement any tasks assigned to me with complete satisfaction and loyalty to the organization.	8.79	2.322	023.*	87.90	4	Very high
3.	I find harmony between the organization's goals and my own.	8.05	13.190	*000.	80.49	8	high
4.	My personal values match the organization's norms.	9.40	752.	454.*	93.95	1	Very high
5.	I consider my organization as one of the distinguished national organizations.	8.79	3.719	000.*	87.90	4	Very high
6.	I exchange advice and meaningful guidance with my colleagues at work.	8.63	14.931	000.*	86.30	6	Very high
7.	Cooperation and participation are available among members regarding professional tasks implementation.	9.40	13.056	000.*	93.95	1	Very high
8.	Organization motivates me financially and morally to provide the best performance at my work.	7.68	14.361	000.*	76.79	10	High
9.	Organization is keen on providing a work environment that is convenient for employees.	7.83	10.166	000.*	78.27	9	High
10.	I do outstanding efforts towards success of the organization.	8.58	12.965	000.*	85.80	7	Very High

*T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table No. (5-9) shows that T.value of each item of the second dimension (loyalty) and its total degree are significant at level α≤0.01 and proportional weight of total degree equal (86.27) which is very high. Items number (7- 4) has the highest relative weight (93.95) which is very high, item (1) has high proportional mean (91.36), item (9) has high proportional mean (78.27) and item (8) has the lowest proportional mean (76.79). Those results mean that the level of loyalty among mercy corps- Gaza employees is very high. And the highest item of loyalty are (My personal values match the organization's norms.), (Cooperation and participation are available among members regarding professional tasks implementation.) and (I reflect a perfect image of the organization to others) the lowest items are

(Organization is keen on providing a work environment that is convenient for employees) and (Organization motivates me financially and morally to provide the best performance at my work).

Based on the released results above, the researcher stipulated the following comments:
The results regarding (My personal values match the organization's norms.). This shows the extent of congruence between employees' values and Mercy Corps norms that indicates how MC organizational culture plays an important role in determining how well an individual fits into an organizational context that help in maintaining an association with Mercy Corps. This usually happened through the selection process of employee, or the initial match between individual and organizational values. In addition, this indicates that MC-sponsored social activities and programs, the transparent process of selecting beneficiaries, the types of services provided, and the selection of the target area influence Mercy Corps employees and inspire them to think and act in accordance with organizational interests. This in turn help in creating a high level of respect from employees to employers. Accordingly, employees can build high trust in their organization and perceive the organization as being transparent.

The results of (Cooperation and participation are available among members regarding professional tasks implementation.), According to this item, the respondents agreed that there are a high level of participative and cooperative practices among Mercy Corps staff through the tasks implementation. This can be explained that Mercy Corps has teamwork features whereby employees participate with management, through consultation and discussion, in resolving issues of common concern. It is a communication mechanism enabling both parties to understand each other's needs, interests and difficulties, and this is enhanced through Mercy Corps practices to build up a highly motivated, dedicated and efficient team of employees and this would help Mercy Corps not only in minimizing unnecessary misunderstanding, especially in times of changes and uncertainties, but also will bring enormous benefits to the MC in terms of enhanced efficiency, productivity and competitiveness.

The results of item (I reflect a perfect image of the organization to others) This indicates that the respondents seems to be positive regarding reflecting perfect image about Mercy Corps which in turn indicates how they are loyal to their organization, and indicates that MC treat everyone equally; through having transparent processes for managing and leading, in addition to fair incentives system, fair and equal salary scale, and in general fair treatment, therefore, employees will respond positively to change when the process used to manage change is fair. Fostering employee loyalty is essential for the long-term success of any organization which decrease turnover intentions, boost productivity, increase efficiency, and provide a much more stable work environment for employees.

Regarding the lowest item (Organization is keen on providing a work environment that is convenient for employees) and (Organization motivates me financially and morally to provide the best performance at my work). This is because Mercy Corps doesn't provide financial incentives to the outstanding employees they just gave employees the same annual incentives such as the 13th salary, moreover, Mercy Corps doesn't provide financial compensation for employees who works on holidays, or work after normal working hours. To summarize, MC incentives and rewards system doesn't meet the staff expectations.

This result is consistent with **(Bader, 2008)**, **(Lo Chiun et al, 2009)**, **(Al Shamasi, 2012)**, **(Shirazi, 2014)** in regards to the extent of the highest level of loyalty dimension due to having the same working environment, and inconsistent with **(Al Shamasi, 2012)** and **(Shirazi, 2011).**

3. Third dimension (Contribution)

The researcher used one sample T.test and calculated means proportional weight and rank of the scores of respondents one each item and total degree of the third dimension (contribution) of (LMX) as shown in table (5-10)

Table 5-10: Mean, T.value proportional mean and **its level of each item and total degree of the third dimension (contribution)**

SN	Items	Mean	T value	p- value	proportional	Rank	Level
1.	Atmosphere of cooperation is available between supervisor and his/her subordinates within the organization.	8.53	17.16	0.00*	85.31	2	Very high
2.	Organization highlights collective performance through the formation of work teams.	8.23	14.76	*0.00	82.35	4	Very High
3.	Trust prevails among staff in the organization.	7.80	11.02	*0.00	78.02	6	high
4.	Management allows subordinates to participate in decision-making regarding the work progress.	7.12	6.46	*0.00	71.23	9	High
5.	Supervisor encourages subordinates to exercise leadership roles in their careers.	7.79	10.19	*0.00	77.90	7	High
6.	Management has confidence in my ability to accomplish tasks entrusted to me.	8.68	20.92	*0.00	86.79	1	Very high
7.	Supervisor gives powers to skilled and experienced subordinates.	8.42	17.44	*0.00	84.20	3	Very High
8.	Management provides sufficient flexibility to subordinates to carry out their work.	8.11	15.25	*0.00	81.11	5	High
9.	Management takes staff's feedback into consideration and adopts good proposals.	7.36	9.34	*0.00	73.58	8	High
	Total	8.01	15.450	0.00*	80.05		High

* T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table No. (5-10) shows that T.value of each item of the third dimension (contribution) and its total degree are significant at level α≤0.01 and proportional mean of total degree equal (80.05) which is high. Items number (6) has the highest proportional mean (86.79) which is a very high, item (1) has very high

proportional mean (85.31), item (9) has high proportional mean (73.58) and item (4) has the lowest proportional mean (71.23)

These results mean that the level of contribution among mercy corps- Gaza employees is very high. And the highest item of contribution are (Management has confidence in my ability to accomplish tasks entrusted to me), (Management allows subordinates to participate in decision-making regarding the work progress) the lowest items are (Management takes staff's feedback into consideration and adopts good proposals) and (Management allows subordinates to participate in decision-making regarding the work progress).

Based on the released results above, the researcher stipulated the following comments:

The result regarding the item (Management has confidence in my ability to accomplish tasks entrusted to me) seems positive. This indicates the management role in making employees feel that their ideas and works valuable, and how good they are through continuous encouragement and let them identify their strengths and then find ways to capitalize on them. Moreover, the researcher attributes these results to the high level of diversity in MC employees' skills and long experience, and the good relationship between employees and their bosses that is characterized by mutual trust and respect.

The result showed that (Management allows subordinates to participate in decision-making regarding the work progress) this indicates that managers take the opinion of employees into account and let them participate in decision making which leads to high level of managerial trust and make individuals proud of the organization they work for. Therefore, they feel comfortable and improve their performance. Moreover, the researcher believes that these results are attributed to MC management trust in their employees' abilities to make good decisions and considering their opinions. Consequently, this would help in improving their performance because this participation made the employee fully aware of the consequences of this decision and how it will be implemented and what is expected from him/her.

Regarding item (Management takes staff's feedback into consideration and adopts good proposals) this confirms that Mercy Corps senior management doesn't involve their employees in proposals writing process and this process is for the senior management only.

Regarding item, (Management allows subordinates to participate in decision-making regarding the work progress). This indicates that Mercy Corps employees are not satisfied on the level of engagement in the decision-making and they are usually the same people who complain that the organization is unable to make good decisions. Higher level of employee involvement in decision-making leads to high level of employee motivation and satisfaction.

This result is consistent with **(Bader, 2008)**, **(Lo Chiun et al, 2009)**, **(Al Shamasi, 2012)**, **(Shirazi, 2014)** in regards to the extent of the highest level of contribution dimension, This can be explained that management in both organizations engage the employees in the decision making process and take it into consideration, which build more trust between them.

4. Fourth dimension (Professional Respect)

The researcher used one sample T.test and calculated means proportional mean and rank of the scores of respondents on each item and total degree of the fourth dimension (professional respect) of (LMX) as shown in table (5-11)

Table 5-11: Mean, T.value relative weight and its level of each item and total degree of the fourth dimension (professional respect)

SN	Items	Mean	T value	p-value	proportional	Rank	Level
1.	My direct supervisor appreciates my efforts at work.	8.78	23.14	0.00*	87.78	1	Very high
2.	Organization's Management allocates sufficient funds for the implementation of new creative ideas.	7.00	7.86	*0.00	70.00	8	High
3.	My supervisor makes me feel the importance of my job as a vital part of the organization.	8.20	15.40	*0.00	81.98	3	high
4.	Organization gives me a sense of security and stability.	5.62	0.40	*0.00	56.17	10	High
5.	I can reach the decision-makers and easily express my attitude.	7.37	7.90	*0.00	73.70	7	High
6.	My direct supervisor stimulates me to get greater responsibility.	7.94	11.84	*0.00	79.38	5	High
7.	Applicable incentive system achieves equity for all employees.	6.68	4.46	*0.00	66.79	9	High
8.	Appreciation for my efforts by my direct supervisor is a real incentive for further achievements.	8.27	13.43	*0.00	82.72	2	Very High
9.	Supervisors appreciate and cherish efforts of subordinates.	8.09	14.63	*0.00	80.86	4	High
10.	Supervisors have great confidence in capabilities of their subordinates.	7.78	12.48	*0.00	77.78	6	High
Total		7.57	13.157	0.00*	75.72		High

* T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table No. (5-11) shows that T.value of each item of the fourth dimension (professional respect) and its total degree are significant at level α≤0.01 and proportional mean of total degree equal (75.72) which is high. Item number (1) has the highest proportional mean (87.78) which is a very high proportional mean, item (8) has very high proportional mean (82.72), item (7) has high proportional mean (66.79)

and item (4) has the lowest proportional mean (56.17). This result means that the level of professional respect among mercy corps- Gaza employees is medium. And the highest item of professional respect are (My direct supervisor appreciates my efforts at work) , (Appreciation for my efforts by my direct supervisor is a real incentive for further achievements) the lowest items are (Applicable incentive system achieves equity for all employees.) and (Organization gives me a sense of security and stability). Based on the released results above, the researcher stipulated the following comments:

The respondent agreed positively on the item (My direct supervisor appreciates my efforts at work). This can be explained that supervisors have been very supportive, never micromanage and truly appreciate their team and make them feel how they are valuable, realize that their contributions have meaning, and letting people know the ways in which their work matters to them, to Mercy Corps, to their team. Moreover, this reflects bosses awareness to the importance of team recognition maintaining the people around them engaged and excited about their work.

In addition, the respondents agree that (Appreciation for my efforts by my direct supervisor is a real incentive for further achievements). The results show that recognition and appreciation is an important element that encourage employees for further achievements and success.

Regarding the lowest item (Applicable incentive system achieves equity for all employees), this results indicates that the Mercy Corps employees aren't satisfied with all monetary and non-monetary incentives that could be earned within Mercy Corps. The used incentive system does not meet their expectation, therefore, the system must have fair mechanism for managing and distributing incentives.

Regarding item #.4 (Organization gives me a sense of security and stability), the researcher attributes this result to ending of service of Mercy Corps staff members, so the status of layoff affects the result especially Mercy Corps is an international non-governmental organization depending on external funds and in such times having a secure job is of utmost importance for employees.

This result is consistent with **(Bader, 2008)**, **(Lo Chiun et al, 2009)**, **(Al Shamasi, 2012)**, **(Shirazi, 2014)** according to the extent of the highest level of contribution dimension.

5. Second Domain (Resistance to change)

The researcher used one sample T.test and calculated means relative weight and rank of the scores of respondents on each item and total degree of second field (Resistance to change) as shown in table (5-12)

Table 5-12: Mean, T.value proportional mean and its level of each item and total degree of second field (Resistance to change)

SN	Items	Mean	T value	p- value	Proportional mean	Rank	Level
1.	Organization is keen on involving employees in planning for the process of organizational change.	6.36	3.25	0.00*	63.58	10	Medium
2.	Management encourages employees to express their feelings towards programs of change.	6.57	4.45	0.00*	65.68	4	High

SN	Items	Mean	T value	p- value	Proportional mean	Rank	Level
3.	Employees realize the real reasons underlying the processes of change.	6.33	3.73	0.00*	63.33	11	Medium
4.	Employees participate in the development of programs of change in	5.73	0.89	0.38*	57.28	16	Medium
5.	Senior Management provides employees with complete information about the processes of change before starting off.	5.67	0.68	0.50*	56.67	17	Medium
6.	Programs of change aim at the improvement and development of work within the organization.	6.89	6.10	0.00*	68.89	1	High
7.	Employees understand rationales of decisions to change in the administrative organization and functionality.	6.56	4.76	0.00*	65.56	5	High
8.	Employees are satisfied with the operations of change in the organization and are committed to implementing its requirements.	6.51	4.55	0.00*	65.06	6	High
9.	Senior management takes into account the importance of the human factor upon implementing processes of change.	6.44	3.95	0.00*	64.44	8	High
10.	Procedures and instructions relating to processes of change are fair and obvious.	6.27	3.37	0.00*	62.72	12	Medium
11.	Employees' capacities are promoted to let them acquire new skills that commensurate with processes of change.	6.72	4.81	0.00*	67.16	2	High
12.	Management promotes and appreciates employees who comply with processes of change.	6.47	4.03	0.00*	64.69	7	High
13.	Employees realize that they would keep having their jobs upon implementing processes of change.	5.59	3.43	0.00*	55.93	18	Medium

SN	Items	Mean	T value	p- value	Proportional mean	Rank	Level
14.	There're individuals within the working groups compel others to accept processes of change.	5.91	2.780	0.00*	59.14	14	Medium
15.	Employees wish success to process of change sought by organization.	6.68	5.33	0.00*	66.79	3	High
16.	Employees realize possibility of losing some employment benefits as a result of processes of change.	5.89	1.70	0.09*	58.89	15	Medium
17.	Employees feel the presence of the appropriate regulatory readiness by the organization for the achievement of processes of change.	6.12	2.77	0.01*	61.23	13	Medium
18.	Level of communication and coordination is effective among implementers and those in charge of processes of change.	6.37	3.94	0.00*	63.70	9	Medium
Total		6.28	4.22	0.00*	62.82		Medium

* T, critical value at degree of freedom 80 and sig level 0.05=1.990

Table No. (5-12) shows that T.value of each item of the second field (resistance to change) and its total degree are significant at level α≤0.05 and relative weight of total degree equal (62.82) which is medium. Items number (6) has the highest proportional mean (68.89) which is high, item (11) has high proportional mean (67.16), item (5) has medium proportional mean (56.67) and item (13) has the lowest proportional mean (55.93) This result means that the level of resistance to change among mercy Corps-Gaza employees is medium. The highest items of resistance to change are (Programs of change aim at the improvement and development of work within the organization), (Employees' capacities are promoted to let them acquire new skills that commensurate with processes of change). The lowest items are (Senior Management provides employees with complete information about the processes of change before starting off) and (Employees realize that they would keep having their jobs upon implementing processes of change).

Based on the released results above, the researcher stipulated the following comments:
This indicates that the tendency of Mercy Corps employees to the process of change is medium, consequently, their resistance to change is medium, and this result is consistent with **(Abbas, 2012), (Abu Al Ghanam, 2013), (Melhem and Al Ibrahim, 2010), (Hajaj, 2007).**

(Programs of change aim at the improvement and development of work within the organization). This reflects that MC employees realize the importance of the process of change, and receive appropriate and timely communication about change. Therefore, they are aware and ready to adopt and support the

change, moreover, this indicates that Mercy Corps management recognize that employees' reaction to change is considered critical for the success of change efforts and may prevent resistance to the change. Consequently, this will minimize the severity of any impact and disruption of change.

(Employees' capacities are promoted to let them acquire new skills that commensurate with processes of change), the researcher attributes this result to the Mercy Corps capacity to have an integrated plan that specifies what is the desired change and the needed developmental programs to implement change smoothly and successfully. In addition, this reflects the increased concern from organization to plan and develop its employee's capacities to adapt them to the new environment.

Regarding the lowest responses; item #.9 (Senior Management provides employees with complete information about the processes of change before starting off). This indicates that employees need to be more knowledgeable of specific changes. Insufficient information help in widespread rumors, increased cynicism and resistance to change. Employees will be more open to the change when they receive timely and accurate information about the change and its implications, this will create efficiencies in coordinating and scheduling the changes and required resources needed to execute the process of change. Also, their response is low regarding (Employees realize that they would keep having their jobs upon implementing processes of change), this indicates that employees afraid to lose their jobs because of the change process. Such sense of job loss will increase employees' resistance to change, and this is considered a major reason behind resistance to change since from their perspective, organizational change is harmful to their position in the organization.

Hypotheses Testing

1. **Main hypothesis (1): There is a statistically significant relation at ($\alpha \leq 0.05$) between Leader member exchange and resistance to change among employees of Mercy Corps –Gaza."**

The researcher examined main hypothesis through using of person correlation formula, she calculated person correlation coefficient between respondents on each dimension and total degree of (LMX) and total degree of resistance to change as shown in table (5-13)

Table 5-13: Pearson correlation coefficient between mean score of study sample on each sub dimension and total degree of (LMX), and resistance to change

Dimension	Pearson correlation	p-value (sig)
Affect	0.440	0.00*
Loyalty	0.408	0.00*
Contribution	0.742	0.00*
Professional Respect	0.716	0.00*
Leader member exchange (LMX)	0.729	0.00*

* R, critical value at degree of freedom 79 and sig level 0.05=0.250

Table No. (5-13) shows that there is a statistically significant correlation between each dimension of leader member exchange and resistance to change at degree of freedom and significant level $\alpha \leq 0.01$ that means that there is a statistically significant correlation at ($\alpha \leq 0.05$) between leader member exchange and resistance to change at Mercy Corps – Gaza.

Based on the released results above, the researcher stipulated the following comments:

1. The results of the research reveal that if leader member exchange approach and its dimension (Affect, loyalty, Contribution, and professional respect) are implemented in the organization, given high attention and practiced by managers it can reduce resistance to change in the organizations through developing effective communication channels and systems. Therefore, it helps improving working conditions, establishing healthy relations among employees and inculcating a sense of belongingness among employees. This, in turn, will make employees accept the process of change effortlessly.

2. The results regarding the positive relationship between LMX can lead to the development of employees' positive behavior and then their willingness to accept the process of change. From the respondents' point of view, good relationships with direct supervisors (high in affect, loyalty, contribution, and professional respect) in Mercy Corps have the power to encouraging employees to behave more positively and show readiness to accept the process of change. This result is consistent with **(Radzi and Othman, 2014)**, **(Simpeh, 2008)**.

3. The result emphasized that managers should develop high quality LMX relationships with their employees. The result is consistent with the study of **(Dam et al, 2008)** regarding the inverse relationship between LMX and resistance to change; since the good relationship between leaders and followers reduce the level of resistance to change.

4. The results also is consistent with the study of **(Carter et al, 2013)** and **(Erkutlu, 2008)** regarding the importance role of transformational leadership to enhance employees self-confidence to utilize their skills and knowledge to accept the change process.

5. According to the research results, it is consistence with **(Kop, 2012)**, it is found that there is a medium relationship between LMX and resistance to change

6. The results according to the acceptance of change process is consistent with **(Abbas and Al Asghar, 2010)** which concludes that the positive leadership help employees to accept change.

7. The results also consistent with the study of **(Thabit, 2011)** and **(Abbas, 2012)** found that the importance role of leadership to enable employees accept the change process, also it is found that the study consistent with **(Abu Al Ghanam, 2013)** in the effect of different leadership styles on resistance to change especially the democratic style.

8. The result is consistent with the study of (Al Shamasi, 2012) according to the inverse relationship between the leader member exchange dimension and resistance to change.

2. **Hypothesis #2: There is a statistically significant differences at (α=0.05) between the responses of the respondents about the impact of LMX and resistance to change Mercy Corps – Gaza.**

Table 5:14: Result of Stepwise regression

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	0.501-	0.714	0.477	0.742	0.545	96.733	0.01 **
Contribution	0.847	9.835	0.000*				

* The variable is statistically significant at 0.05 level
* * The relationship is statistically significant at 0.01 level

Table (5-14) shows the Multiple correlation coefficient R =0.742 and R-Square = 0.545. This means %54.5 of the variation in resistance to change is explained by "contribution" of (LMX). The Analysis of

Variance for the regression model. F=96.733, Sig. = 0.000. There is a significant relationship between the dependent variable resistance to change and the independent variables "contribution ". Based on Stepwise regression method, the variables "effect, loyalty and professional respect" have insignificant effect on resistance to change.

The estimated regression equation is:

<div align="center">

Resistance to change = (-0.501)+ 0.847* (contribution)+ ε

</div>

Where ε is the random error with mean (0.00) and standard deviation (0.00)
The estimated regression equation is used to predict the value of resistance to change for any give values (responses) to the independent variable "contribution".

The positive linear relation in the equation with the positive intercept indicate that employees' resistance to change increases whenever employees' contribution increase.

3. **Hypothesis #3: There is a statistically significant differences at (α=0.05) between the responses of the respondents due to personal and organizational characteristics Mercy Corps – Gaza.**

The researcher examined second main hypothesis through the examination of the following sub hypothesis

a. **There is a significant difference at level 0.05 in the responses of the research sample due to Gender.**

To test this hypothesis independent sample T.test had been used and mean, standard deviation (T) values and p-value of participant scores on each dimension of first dimension (LMX) and second dimension had been calculated in order to investigate the differences among respondents about the LMX and resistance to change due to their gender as shown in table (5-15)

<div align="center">

Table 5.15: Mean, standard deviation, T value and its significance on all dimension of study tool and its total score

</div>

Dimension	Gender	N	Mean	Std. deviatio	Mean differenc	T Value	p-value	Sig level
Affect	Male	48	7.44	1.40	0.55777	1.696	0.094	Not significant
	Female	33	6.88	1.53				
Loyalty	Male	48	8.73	0.88	0.24527	0.482	0.622	Not significant
	Female	33	8.48	2.74				
Contribution	Male	48	8.28	1.23	0.6854	2.122	0.037*	Significan t at 0.05
	Female	33	7.60	1.68				
Professional respect	Male	48	7.75	1.30	0.42765	1.341	0.184	Not significant
	Female	33	7.32	1.55				
Total score of LMX	Male	48	8.04	0.98	0.47373	1.776	0.080	Not significant
	Female	33	7.57	1.42				
Resistance to change	Male	48	6.65	1.48	0.91319	2.501	0.014*	Significan t at 0.05
	Female	33	5.74	1.80				
Total score	Male	48	7.60	1.07	0.61251	2.212	0.030*	Significan t at 0.05
	Female	33	6.99	1.42				

* t, critical value at degree of freedom 79 and sig level 0.05=1.990

Table No. (5-14) shows that t values of respondents on each dimension and total degree of (LMX) is not significant at α ≤ 0.05 except for contribution dimension and resistance to change. There are statistical significant at α ≤ 0.05 which means that there are no statistical significant differences at (α≤0.05) between the responses of the respondents about the impact of LMX due to their gender. However, there are statistical significant differences at (α≤0.05) among the responses of the respondents about contribution due to their gender in favor of male and there is a statistically significant differences at (α=0.05) between the responses of the respondents about resistance to change and their gender in favor of male.

Based on the released results above, the researcher stipulated the following comments:

The respondents' gender does not affect LMX field of the research, while it has an effect on contribution dimension and resistance to change. It is concluded that opinions were the same from both male and female employees towards leader member exchange. While their responses towards contribution is different in favor of male because of their fear that the new way may not be better, and it will not lead to an improvement, and they are satisfied with the way things are going. In addition to that, they are hesitant to try new routines and unwilling to learn anything new. Thus, they may find the change disruptive and unnecessary.

This consistent with the study of **(Hajaj, 2007)** and **(Melhem and Al Ibrahim, 2010)** according to the differences of the responses of the respondents about resistance to change due to gender.

Moreover, the result shows that the respondents' gender does not affect the field LMX, it is concluded that opinions were the same from both male and female employees towards the relationship of LMX and resistance to change. This proves MC fair work policy.

b. **There are significant differences at level 0.05 in the responses of the research sample due to Age.**

The researcher used one way ANOVA to examine second sub hypothesis and investigate the statistical significance differences among the responses of the respondents about the impact of LMX and resistance to change due to age as shown in table (5-16)

Table (5-16): Source of variance, sum of square, degree of freedom, mean square, f value and significance of respondents scores on each dimension according to their Age

Dimension	Source of variance	Sum of square	Df	Mean squar	F	p- value	Sig level
Affect	Between	9.20	2	4.60	2.19	0.12	Not significant
	Within groups	163.97	78	2.10			
	Total	173.17	80				
Loyalty	Between	2.55	2	1.27	0.36	0.70	Not significant
	Within groups	274.57	78	3.52			
	Total	277.12	80				
Contribution	Between	6.55	2	3.27	1.56	0.22	Not significant
	Within groups	163.87	78	2.10			
	Total	170.42	80				

Dimension	Source of variance	Sum of square	Df	Mean squar	F	p- value	Sig level
Professional Respect	Between	6.43	2	3.21	1.63	0.20	Not significant
	Within groups	154.22	78	1.98			
	Total	160.64	80				
Total degree of (LMX)	Between	5.83	2	2.92	2.10	0.13	Not significant
	Within groups	108.41	78	1.39			
	Total	114.25	80				
Resistance to change	Between	23.12	2	11.56	4.53	0.014*	Sig at 0.05
	Within groups	199.10	78	2.55			
	Total	222.22	80				
Total score of the questionnaire	Between	9.857	2	4.929	3.315	0.042*	Sig at 0.05
	Within groups	115.97	78	1.487			
	Total	125.82	80				

* F, critical value at degree of freedom 78, 2 and sig level 0.05=3.11

Table No. (5-17) shows that F values on each sub-dimension and total degree of LMX dimension is not statistically significant at df 78, 2 and α ≤ 0.05. However, there is statistical significant at df 78, 2 and α ≤ 0.05 about resistance to change, which means that there is no a statistically significant differences at (α≤0.05) among the responses of the respondents about the impact of LMX due age. But, there is a statistical significant differences at (α≤0.05) among the responses of the respondents about resistance to change due to age, to determine for whom the position of deference the researcher used Scheffe post hoc test as shown in table (5-16)

Table 5-17: results of Scheffe test of resistance to change due to age

Group	From 25- less 35 year Mean= 5.9530	From 35- less 45 years Mean= 6.6135	More than 45 years Mean=7.8611
From 25- less 35 year Mean= 5.9530			
From 35- less 45 years Mean= 6.6135	0.66054		
More than 45 years Mean=7.8611	1.90812*	1.24758	

It clear from table No. (5-18) that the statistical differences about resistance to change were found between the participants who are from 25 to less than 35 years old and of those who are more than 45 years old in favor of the participants who are more than 45 years old.

Table 5-18: results of Scheffe test of total score of questionnaire due to age

Group	From 25- less 35 year Mean= 7.1640	From 35- less 45 years Mean= 7.4950	More than 45 years Mean= 8.4737

From 25- less 35 year Mean= 7.1640			
From 35- less 45 years Mean= 7.4950	0.33107		
More than 45 years Mean=8.4737	1.30972*	-.97864	

It clear from table No. (5-17) that the statistical differences about total score of questionnaire were found between the participants who are from 25 to less than 35 years old and of those who are more than 45 years old in favor of the participants who are more than 45 years old.

Based on the released results above, the researcher stipulated the following comments:
This indicates that employees whom age is more than 45 are more resistance to change, and this may be related to their fear from unknown, unwillingness to experiment new mechanisms, and using technology, and learn new skills which may threaten their current positions. This result is inconsistent with the study of (**Hajaj, 2007**) which shows no statically differences due to age, while it consistent with the study of (**Al Otaibi, 2011**) according to a difference in the responses of respondent of resistance to change due to age.

c. There are significant differences at level 0.05 in the responses of the research sample due to Educational degree.

The researcher used one way ANOVA to examine second sub hypothesis and investigate the statistical significance differences among the responses of the respondents about the impact of LMX and resistance to change due to educational degree as shown in table (5-19)

Table 5-19: ANOVA test of the fields and their p-values Educational Degree

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
Affect	Between groups	0.69	2	0.35	0.16	0.85	Not significant
	Within groups	172.47	78	2.21			
	Total	173.17	80				
loyalty	Between groups	32.04	2	16.02	5.10	0.01*	Significant at 0.01
	Within groups	245.08	78	3.14			
	Total	277.12	80				
contribution	Between groups	16.98	2	8.49	4.31	0.017*	Significant at 0.05
	Within groups	153.44	78	1.97			
	Total	170.42	80				
professional respect	Between groups	24.17	2	12.09	6.91	0.00*	Significant at 0.01
	Within groups	136.47	78	1.75			
	Total	160.64	80				
Total degree of (LMX)	Between groups	11.73	2	5.86	4.46	0.015*	Significant at 0.05
	Within groups	102.52	78	1.31			

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
	Total	114.25	80				
Resistance to change	Between groups	23.46	2	11.73	4.60	0.013*	Significant at 0.05
	Within groups	198.76	78	2.55			
	Total	222.22	80				
Total score of questionnaire	Between groups	14.687	2	7.343	5.154	0.008*	Significant at 0.01
	Within groups	111.14	78	1.425			
	Total	125.82	80				

* F, critical value at degree of freedom 78, 2 and sig level 0.05=3.11

Table (5-20) shows that F values on each sub- dimension and total degree of LMX dimension is statistically significant at df 78, 2 and α ≤ 0.05 except for the first dimension "affect". Besides, there is statistically significant at df 78, 2 and α ≤ 0.05 about resistance to change which means that there is a statistically significant differences at (α≤0.05) among the responses of the respondents about the effect of LMX and resistance to change due to their educational level. To determine for whom the position of difference, the researcher used Scheffe test as shown in table (5-19)

Table 5-20: Results of Scheffe test of LMX due to educational degree

Group	Diploma Mean= 8.7133	Bachelor Mean= 7.8200	Master or more Mean7.4103
Diploma Mean= 8.7133			
Bachelor Mean= 7.8200	0.893267		
Master or more Mean=7.4103	1.30303*	0.409763	

It is clear from table No. (5-21) that the statistical differences about LMX were found between the participants of high education and of diploma in favor of the participants of high diploma holder.

Table 5-21: Results of Scheffe test of resistance to change due to educational degree

Group	Diploma Mean= 7.2778	Bachelor Mean= 6.3568	Master or more Mean =5.4568
Diploma Mean= 7.2778			
Bachelor Mean= 6.3568	0.92094		
Master or more Mean=5.4568	1.820988*	0.409763	

It is apparent from table No.(5-21) that the statistical differences about resistance to change were found between the participants of high education and of diploma holder in favor of the participants of high education.

Table 5-22: Results of Scheffe test of total score of questionnaire due to educational degree

Group	Diploma Mean= 8.2600	Bachelor Mean= 7.3580	Master or more Mean6.7934
Diploma Mean= 8.2600			
Bachelor Mean= 7.3580	.90201		
Master or more Mean= 6.7934	1.46660*	.56459	

It is clear from table No.(5-22) that the statistical differences about total score of questionnaire were found between the participants of high education and of diploma in favor of the participants of high diploma holder.

Based on the released results above, the researcher stipulated the following comments:

The result consistent with the study of **(Hajaj, 2007)**, **(Al Otaibi, 2011)**, and **(Melhem and Al Ibrahim, 2010)** according to the statistical differences regarding the educational degree.

The educational degree of the respondents has affect the research fields. This indicates that the higher education holder does not earn benefits and additional rewards for making the change or they did not see it as adequate for them, also they may do not understand the need for change, especially they strongly believe the current way of doing their jobs well and has been performing this level for eight years.

d. **There are significant differences at level 0.05 in the responses of the research sample due to Org. Level.**

The researcher used one way ANOVA to examine second sub hypothesis and investigate the statistical significance differences among the responses of the respondents about the impact of LMX and resistance to change due to org. level as shown in table (5-23)

Table 5.23: ANOVA test of the fields and their p-values Org. Level

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
Affect	Between groups	50.48	5	10.10	6.17	0.00*	significant
	Within groups	122.68	75	1.64			
	Total	173.17	80				
loyalty	Between groups	8.89	5	1.78	0.50	0.78	Not Significant at 0.01
	Within groups	268.23	75	3.58			
	Total	277.12	80				
contribution	Between groups	8.39	5	1.68	0.78	0.57	
	Within groups	162.02	75	2.16			

Dimension	Source of variance	Sum of square	Df	Mean square	F	p-value	Sig level
	Total	170.42	80				Not
professional respect	Between groups	18.18	5	3.64	1.91	0.10	Not Significant at 0.01
	Within groups	142.46	75	1.90			
	Total	160.64	80				
Total degree of (LMX)	Between groups	10.72	5	2.14	1.55	0.18	Not Significant
	Within groups	103.52	75	1.38			
	Total	114.25	80				
Resistance to change	Between groups	33.54	5	6.71	2.67	0.03*	Sig at 0.05
	Within groups	188.68	75	2.52			
	Total	222.22	80				
Total score of questionnaire	Between groups	14.973	5	2.995	2.026	0.085	Not Significant
	Within groups	110.856	75	1.478			
	Total	125.829	80				

*F, critical value at degree of freedom 78, 5 and sig level 0.05=2.34

Table No. (5-23) shows that F values on each dimension and total degree of LMX dimension is statistically significant at df 78, 5 and α ≤ 0.05 and there is statistically significant at df 78, 5 and α ≤ 0.05 about resistance to change. This means that there is a statistically significant differences at (α≤0.05) among the responses of the respondents about the effect of LMX and resistance to change due to their job level. To determine for whom the position of deference, the researcher used Scheffe post hoc test as shown in table (5-24) (5-25)

Table 5-24: Results of Scheffe test of Affect due to org. level

Group	Director Mean= 9.1000	Manager Mean= 8.4500	Senior officer Mean 7.8375	Officer Mean 7.8000	Coordinator Mean = 6.6487	Support Mean= 6.2875
Director Mean= 9.1000						
Manager Mean= 7.8375	.65000					
Senior officer Mean=84.5000	1.26250	.61250				
Officer Mean =7.8000	1.30000	.65000	1.15128			
Coordinator Mean =6.6487	2.45128	-1.80128*	1.18878	1.15128		

Support Mean= 6.2875	2.81250	2.16250	1.55000	1.51250	.36122	

It is clear from table (5-25) that the statistical differences about affect was found between the managers and coordinators in favor of managers.

Table 5.25: Results of Scheffe test of resistance to change due to Org level

Group	Director Mean= 8.4074	Manager Mean= 6.3542	Senior officer Mean 6.4097	Officer Mean 5.9370	Coordinator Mean = 5.9430	Support Mean= 7.5833
Director Mean= 8.4074						
Manager Mean= 6.3542	2.05324					
Senior officer Mean= 6.4097	1.99769	.0.05556				
Officer Mean = 5.9370	2.47037	0.41713	0.47269			
Coordinator Mean =5.9430	2.46439	0.41115	0.4667	-00598.-		
Support Mean= 7.5833	82407.	1.22917-	1.17361-	1.64630-	0.82407	

It is clear from table (5-25) that the statistical differences about resistance to change was in favor of directors.

Based on the released results above, the researcher stipulated the following comments:

The organizational level of the employees has an effect on the respondents' opinion. The org. level has an effect to the first dimension affect in favor to managers. The results are expected because managers have powers to amend some work procedures in the organization, have the right to wave work instructions implemented by subordinates, delegate powers and tasks to employees and their decisions are respected. In addition, the org. level has effect on resistance to change in favor of the directors because they might be exhausted or saturated from the work and the duties they perform. Moreover, they are overwhelmed by continuous change, thus they quit and go along with the flow, because their motivation is low.

e. **There are significant differences at level 0.05 in the responses of the research sample due to No. of services' years in Mercy Corps.**

To test this hypothesis the researcher used independent sample T.test and calculated means, slandered deviation (T) values and p-value of participant scores on each dimension and total degree of the (LMX) and resistance to change as shown in table (5-26)

Dimension	Services' years	N	Mean	Std. deviatio	Mean differen	T.value	p-value	Sig level
Affect	Less than 5	37	6.58	1.36	-1.17205	3.871	0.00*	Significant
	More than 5	44	7.75	1.36				
loyalty	Less than 5	37	8.21	1.83	-0.77144	1.888	0.063	Not significant
	More than 5	44	8.98	1.83				
contribution	Less than 5	37	7.44	1.50	-1.03836	3.393	0.00*	Significant
	More than 5	44	8.48	1.26				
professional respect	Less than 5	37	7.01	1.38	-1.04232	3.525	0.00*	Significant
	More than 5	44	8.05	1.28				
Total score of (LMX)	Less than 5	37	7.30	1.20	-1.00521	4.133	0.00*	Significant
	More than 5	44	8.31	0.99				
Resistance to change	Less than 5	37	5.80	1.81	-0.88104	2.442	0.017*	Significant
	More than 5	44	6.68	1.44				
Total score of questionnaire	Less than 5	37	6.8303	1.29185	-.96600	-3.720	0.00*	Sig at 0.01
	More than 5	44	7.7963	1.04541				

Table (5-25) shows that t. value of the first, third, fourth, dimension, total degree of LMX, and resistance to change and total score of questionnaires are statistically significant at α ≤ 0.5. This means that there is a statistically significant differences at (α≤0.01) among the responses of the respondents about the impact of LMX and at (α≤0.05) resistance to change due to number of services' years in favor of more than 5 services' years in Mercy Corps.

Based on the released results above, the researcher stipulated the following comments:

The number of services' years in Mercy Corps has an effect on the relationship of leader member exchange. This means that the number of services' years at the Mercy Corps affect positively the relationship between leaders and followers which in turn lead to high quality LMX. Those result prove that years of services help in expanding the "in-group" membership which established a feedback-seeking environment, sharing high quality information, and to delegate additional responsibility and encourage autonomy among subordinates in low quality LMX relationships. Furthermore, the numbers of service years in Mercy Corps have a significant effect on resistance to change in favor of those who has more than five years. Mercy Corps staff resist change because they getting used to the routine that they used to in doing the required duties and it is difficult to break the old routines and learn new skills. This result is inconsistent with the study of **(Hajaj, 2007)**, **(Melhem and Al Ibrahim, 2010)** and **(Al Otaibi,2011)** according to the effect of the number of services' years on the answers of respondent, due to different working structure, and different places such as ministries and private sectors between the two samples

Chapter -6-
Conclusions and Recommendations

- **Introduction**
- **Conclusions**
- **Recommendations**
- **Proposed Future Studies**

Chapter Six Conclusions and Recommendations

Introduction

In this chapter the conclusion will be illustrated according to the previous obtained results, recommendations will be listed in the light of the conclusion, and topics for future researches will be suggested at the end of this chapter.

Conclusion

The researcher aimed to assess leader member exchange and its relationship with resistance to change at Mercy Corps Gaza. It also aimed to give insight for practitioners to contribute to organization's success through managing change, handling organizational resistance to change and identifying obstacles and problems that adversely affect LMX in Mercy Corps. Besides identifying the factors and influences that reduce the resistance of organizational change in Mercy Corps.

In general, it is noted that the case study which were studied is effectively managing resistance to change, and Mercy Corps management develop a strong leader-member interaction focusing on employees' affect, loyalty, contribution and professional respect. The following findings are the conclusions that are obtained during the research:

1. **First dimension (Affect):**
   a. The extent of leader member exchange among Mercy Corps employees is high. Good relationship between the manager and employee affect employees performance where good relationship can earn the loyalty and commitment of the employees when the manager provide steady leadership, clearly communication, treat the employees fairly and consistently.
   b. It is agreed that the level of affect between leaders and their followers among Mercy Corps-Gaza employees is high. This can be attributed to the friendly and liking relationship that the dyad member feels. This indicates that Mercy Corps provide healthy environment through its practices to enhance followers' work-oriented values and shape the self-efficacies of followers. Having this friendly environment will result in higher job satisfaction, greater commitment to the organization, increased cohesion, and lowered intention to leave, improved worker wellbeing, increased communication, support, trust, respect, cooperation, and influence.
   c. Intangible rewards and incentives system in the organizations characterized by its objectivity and transparency. Consequently, employees satisfaction and productivity rises, and they will be motivated to keep and improve the good work, also it leads to highly engaged employees with higher productivity.

2. **Second dimension (loyalty):**
   a. It is agreed that the level of loyalty among Mercy Corps-Gaza employees is very high. This is due to the through care and concern that Mercy Corps management provides for employees, in addition to the suitable working conditions, policies, style of management, clear salary scale, and fair evaluations system. Loyal employees are essential for the long-term success of any organization, help employees to share expertise, resolve conflicts, suggest improvements, boost morale, conserve resources, decrease turnover costs, and provide a much more stable work environment for employees.

b. Mercy Corps employees used to reflect a perfect image of Mercy Corps and recommend Mercy Corps to others. Most of the employees has been with the organization for eight years and in that time has learned many and got valuable experience. Moreover, the existence of fair treatment, fair salary scale, and fair incentive system, in addition to supervisor's active interest in employees skills and career development help in creating this sense towards the organization.

4. **Third dimension (Contribution):**
   a. Mercy Corps direct supervisors' experience contribute to build strong relationship with employees, this can be attributed to the continuous support and guidance, which is provided from managers to their subordinates to perform job effectively. Mercy Corps managers build their team's capacity, and motivating them. Moreover, this relationship has been developed through the trusted relationship with in the team, the mutual respect, open and honest communication. Consequently, this will affect performance positively, increase loyalty and commitment of the employees.
   b. Mercy Corps employees gained extensive experience from previous work positions, just because Mercy Corps make promotions for many employees during the last five years. In addition to many placement which occurred, it help in clarifying employees career goals, giving them an insight into the way Mercy Corps Gaza operates and the challenges the organization face, and, in turn. this help in increasing their knowledge and networking skills, make them more cooperative, and affect their quality of work positively ,increase responsibility, reliability and trustworthy.
   c. Supportive work atmosphere which is characterized by cooperation and participation among Mercy Corps Gaza employees is due to their positive attitude towards the job and work flexibility along with their believes that work is fairly distributed.
   d. It is agreed that the level of contribution among Mercy Corps- Gaza employee is high. Mercy Corps management is confidence of their employees ability to accomplish the tasks. Managers take the opinion of employees into account and let them participate in decision making which made employees trust their managers and to be proud of the organization they work for. So they feel comfortable and do the best in their jobs.

5. **Fourth dimension (Professional Respect):**
   a. It is agreed that the level of professional respect among Mercy Corps-Gaza employees is high. Because managers make their employees feel that they are important and their work is valuable. Having mutual respect in the workplace encourages a collegial work atmosphere, and fosters collaboration and cooperation.
   b. Mercy Corps employees agreed that the aim of the programs of change is the development and improvement of the work. Having this engagement to the process of change considered an important element in enabling Mercy Corps Gaza to effectively manage the opportunities and risks accompanying most types of change.
   c. Mercy Corps management interested in promoting and developing employees capacities to gain new skills that appropriate to implement the process of change easily. This can be attributed to Mercy Corps management's responsibility to ensure that employees can implement change without obstacles and resistance.

6. **LMX Domain**
   a. From this research, it becomes evident that LMX can bring benefits for Mercy Corps in strengthening and increasing the relationship between supervisors and their subordinates. To gain

the required objectives from LMX, there is a need to implement them through training courses and practicing

b. LMX has been reported as being of high quality among Mercy Corps-Gaza employees. They can be classified as 'in-group" members. Accordingly, managers should be aware of how to increase this group and keep up high quality LMX relationships among their employees as much as they can.

7. Resistance to Change Domain

a. The research revealed that organizational changes might advance more efficiently in work settings that are characterized by high quality leader member interactions between leaders and members.

b. The results of the research reveal that if leader member exchange approach and its dimension (Affect, loyalty, Contribution, and professional respect) are implemented in the organization, given high attention and practiced by managers it can reduce resistance to change in the organizations through developing effective communication channels and systems. Therefore, it helps improving working conditions, establishing healthy relations among employees and inculcating a sense of belongingness among employees. This, in turn, will make employees accept the process of change effortlessly.

8. Personal Characteristics:

a. There is no significant differences between the respondent about LMX for gender.

b. There is a significant differences between the respondent about resistance to change for gender in favor of male; they are hesitant to try new routines and unwilling to learn anything new. Thus, they may find the change disruptive and unnecessary.

c. There is no significant differences between the responses of respondent about the effect of LMX due to age.

d. There is a significant difference between the responses of respondent about resistance to change due to age in favor of more than 45; due to their fear from unknown, fear from learning new skills, in addition to their fear to lose their current job.

e. There is a significant difference between the responses of respondent about the effect of LMX and resistance to change due to educational level in favor of high diploma, because they see that program of change does not have benefits and they won't rewarding for making the change also, they may do not understand the need for change, especially they strongly believe that the current way of doing their jobs well and has been performing this for eight years.

f. There is no significant differences between the responses of respondent about the effect of LMX and resistance to change due to job level.

g. There is a significant differences between the responses of respondent about the effect of LMX and resistance to change due to job level the first dimension affect in favor to managers because they have the right to wave work instructions implemented by subordinates, delegate powers and tasks to employees and their decisions are respected. In addition, the org. level has effect on resistance to change in favor of the directors because they might be exhausted or saturated from the work and the duties they perform. Moreover, they are overwhelmed by continuous change, thus they quit and go along with the flow, because their motivation is low.

h. There is a significant differences between the responses of respondent about the relationship between leaders and followers and resistance to change due to years of services in favor of those who have more than five years, this prove that years of services help in expanding the "in-group"

membership which established a feedback-seeking environment, sharing high quality information, and in turn will be more positive towards accepting the programs of change.

i. There is a significant differences between the responses of respondent about resistance to change due to years of services in favor of those who has more than five years, because they getting used to the routine that they used to in doing the required duties and it is difficult to break the old routines and learn new skills

Recommendations

Based on the research's findings, the following are the suggested recommendations:

1. **First dimension (Affect)**
   a. MC should keep recruiting professionals to manage the work process.
   b. It is important for Mercy Corps to give employees with more powers to amend some work procedures, and giving them the chance to provide suggestions for the management. It will enable the organizations to, effectively, make employees involve in decision-making process because of its effect on employees engagement and organization performance level.
   c. Mercy Corps should give employees delegation authority and giving them opportunity to delegate powers to employee. This will help organization to enhance the empowerment of employees, and it is a great way of encouraging team members to develop their skills, and allow work to be transferred to people whose skills are a better match for the work.

2. **Second dimension (Loyalty)**
   a. MC should support the employees with more financial incentives and support them morally as well.
   b. MC should keep enhancing cooperation and participation amongst employees.
   c. The management of the organizations should develop better incentive and tangible rewarding programs for further recognition. It has great effect to enhance the level of motivation, increase employee's commitment, and reduce retention to enhance the efficiency of the organization.

3. **Third dimension (Contribution)**
   a. Management should provide more space for the employees to participate in decision-making.
   b. Management should keep their confidence and trust in their employees.

4. **Fourth dimension (Professional Respect):**
   a. MC management should develop incentives system that achieve equity for all employees.
   b. MC should keep appreciating the employees' work as it give a big support for them.
   c. Employees should be encouraged to participate in decision making regarding the work progress, this will positively impact their satisfaction, commitment, and organizational performance.
   d. Mercy Corps management should give their staff a sense of security and stability as a best motivator for employees to perform at a higher level and feel more committed , job security, and decrease their retention.

5. **Resistance to Change Domain:**
   a. MC management should keep programs of change as they improve and develop the work at the Mercy Corps.
   b. Mercy Corps should ensure that the process of change is clear understandable and decrease the sense of fear of loss. Managing fear in the workplace is significant and leaders can decrease it through creating an environment where employees can share information without concern for consequences. Decreasing the sense of fear will lower turnover, lower absenteeism, lead to better communication and coordination, and the employees will spend less time on thinking on the perceived threats and spend more time on improving the change processes.
   c. The organization should enable employees to participate in the development of programs of change.

6. **LMX Domain:**
   a. Tailored training programs should be developed by coach manager to each of the LMX dimensions and the outcomes of implementing LMX approach in order to develop their social skills. This will increase supervisor's awareness of how they motivate their employees, and of the importance of dealing with their employees, and allow each of them to become as involved in the work of the unit as they want to be. This will help building up effective LMX that help to enhance employees' willingness to accept change.
   b. It is important to draw the managers' attention to the importance of communication in the leadership process. Through learning the effective roles of communications, the dimensions of LMX may be easily enhanced.

Suggested Topics for Future Studies

The followings are suggested related topics that other researchers can be benefited from it:
1. The impact of same-sex LMX dyads on performance ratings.
2. Understanding dysfunctional leader-member exchange: Antecedents and outcomes
3. The effects of LMX and mentoring on socialization, role stress, and preventing burnout.
4. The importance of fair rewarding in perceptions of organizational support and leader-member exchange.
5. Direct participation quality and organizational commitment: the role of leader-member exchange.

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- **Text Books**
- **Article and Thesis**
- **Reports**
- **Websites**

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Annexes

- **Annex (1): List of Referees**

- **Annex (2): Questionnaire**

- **Annex (3): Questionnaire in Arabic Language**

Annexes

Annex (1): List of Referees

No.	Referee Name	Job Place
1.	Dr. Wasim Al Habil	Islamic University of Gaza
2.	Dr. Yousef Bahar	Islamic University of Gaza
3.	Dr. Samir Safi	Islamic University of Gaza
4.	Dr. Akram Sammour	Islamic University of Gaza
5.	Dr. Mohammed Fares	Al Azhar University
6.	Dr. Ramiz Bdair	Al Azhar University
7.	Dr. Nihaia Al Tilabani	Al Azhar University
8.	Dr. Osama Al Isdodi	DM&E Director at Mercy Corps
9.	Dr. Bassam Abu Hamad	Al Quds University

Islamic University of Gaza
Postgraduate Deanship
Faculty of Commerce
Business Administration Department

Dear Employees,

This questionnaire is a research tool designed specifically to complete the requirements of a master degree in business administration which its title is: **"The Relationship between Leader Member Exchange and Resistance to Change at the Gaza Strip – Mercy Corps as a case Study".** Its goal is to give insight for practitioners to contribute to organization's success through managing change, handling organizational resistance to change and discovering the staff tendency towards it, identifying obstacles and problems that adversely affect LMX in Mercy Corps, and the factors and influences that reduce the resistance of organizational change in Mercy Corps.

I hope to get required data through filling out the questionnaire by placing (√) in the answer box that goes with your choice. Knowing that all the collected data will be used for research purposes only.

Thank you for your kind cooperation in advance

                                                  Researcher
                                                  Hazar Fayez Jaber

Section (1): Personal Information

1. Gender ☐ Male ☐ Female

2. Age ☐ Less than 25 ☐ 25 to less than 35 ☐ 35 – less than 45 ☐ 45 and more

3. Educational Degree ☐ Diploma and less ☐ Bachelor ☐ Master ☐ PhD

4. Org. Level ☐ Director ☐ Manager ☐ Senior Officer ☐ Officer

☐ Coordinator ☐ Support Staff

5. No. of Services Years in Mercy Corps ☐ Less than 5 years ☐ to less than 10 years ☐ 10 to less than 15 Years ☐ 15 Years and more

Section (2): Questionnaire Sentences

1. Please, determine the extent of your approval on the following sentences by placing (√)

Firstly: Leader Member exchange	
First Dimension: Affect	

#	Sentences	(1-10)
1.	I have powers to amend some work procedures in the organization.	
2.	I have the right to issue orders to have the work instructions implemented by subordinates.	
3.	I'm eager to promote teamwork and spread the spirit of cooperation among subordinates.	
4.	I'm entitled to delegate powers to employees.	
5.	I constantly follow up with employees guiding them to cope with problems they might encounter at work.	
6.	I gained extensive experience form previous work positions in dealing with employees.	
7.	I utilize previous experiences to positively affect and promote employees.	

#	Sentences	(1-10)
8.	My direct supervisor's experiences contribute to building strong relationships with employees.	
9.	Employees of the organization are positively influenced by my personality.	
10.	Employees of the organization respect my decisions at work.	

Second Dimension: Loyalty

#	Sentences	(1-10)
11.	I reflect a perfect image of the organization to others.	
12.	I implement any tasks assigned to me with complete satisfaction and loyalty to the organization.	
13.	I find harmony between the organization's goals and my own.	
14.	My personal values match the organization's norms.	
15.	I consider my organization as one of the distinguished national organizations.	
16.	I exchange advice and meaningful guidance with my colleagues at work.	
17.	Cooperation and participation are available among members regarding professional tasks implementation.	
18.	Organization motivates me financially and morally to provide the best performance at my work.	
19.	Organization is keen on providing a work environment that is convenient for employees.	
20.	I do outstanding efforts towards success of the organization.	

Third Dimension: Contribution

#	Sentences	(1-10)
21.	Atmosphere of cooperation is available between supervisor and his/her subordinates within the organization.	
22.	Organization highlights collective performance through the formation of work teams.	
23.	Trust prevails among staff in the organization.	
24.	Management allows subordinates to participate in decision-making regarding the work progress.	
25.	Supervisor encourages subordinates to exercise leadership roles in their careers.	
26.	Management has confidence in my ability to accomplish tasks entrusted to me.	
27.	Supervisor gives powers to skilled and experienced subordinates.	

#	Sentences	(1-10)
28.	Management provides sufficient flexibility to subordinates to carry out their work.	
29.	Management takes staff's feedback into consideration and adopts good proposals.	

Fourth Dimension: Professional Respect		
#	**Sentences**	**(1-10)**
30.	My direct supervisor appreciates my efforts at work.	
31.	Organization's Management allocates sufficient funds for the implementation of new creative ideas.	
32.	My supervisor makes me feel the importance of my job as a vital part of the organization.	
33.	Organization gives me a sense of security and stability.	
34.	I can reach the decision-makers and easily express my attitude.	
35.	My direct supervisor stimulates me to get greater responsibility.	
36.	Applicable incentive system achieves equity for all employees.	
37.	Appreciation for my efforts by my direct supervisor is a real incentive for further achievements.	
38.	Supervisors appreciate and cherish efforts of subordinates.	
39.	Supervisors have great confidence in capabilities of their subordinates.	

Secondly: Resistance to Change		
#	**Sentences**	**(1-10)**
40.	Organization is keen on involving employees in planning for the process of organizational change.	
41.	Management encourages employees to express their feelings towards programs of change.	
42.	Employees realize the real reasons underlying the processes of change.	
43.	Employees participate in the development of programs of change in the organization.	
44.	Senior Management provides employees with complete information about the processes of change before starting off.	
45.	Programs of change aim at the improvement and development of work within the organization.	
46.	Employees understand rationales of decisions to change in the administrative organization and functionality.	
47.	Employees are satisfied with the operations of change in the organization and are committed to implementing its requirements.	

48.	Senior management takes into account the importance of the human factor upon implementing processes of change.	
49.	Procedures and instructions relating to processes of change are fair and obvious.	
50.	Employees' capacities are promoted to let them acquire new skills that commensurate with processes of change.	
51.	Management promotes and appreciates employees who comply with processes of change.	
52.	Employees realize that they would keep having their jobs upon implementing processes of change.	
53.	There're individuals within the working groups compel others to accept processes of change.	
54.	Employees wish success to process of change sought by organization.	
55.	Employees realize possibility of losing some employment benefits as a result of processes of change.	
56.	Employees feel the presence of the appropriate regulatory readiness by the organization for the achievement of processes of change.	
57.	Level of communication and coordination is effective among implementers and those in charge of processes of change.	

الجامعة الإسلامية – غزة
عمادة الدراسات العليا
كلية التجارة – قسم إدارة الأعمال

السادة/ الموظفين   الكرام

تحية طيبة وبعد

الاستبانة التي بين أيديكم هي أداة الدراسة لاستكمال متطلبات درجة الماجستير في إدارة الأعمال، وعنوانها **" العلاقة التبادلية بين القادة ومرؤوسيهم وعلاقتها مع مقاومة التغيير في قطاع غزة – مؤسسة ميرسي كور كدراسة حالة"** والتي تهدف إلى تحديد المعوقات والمشاكل التي تؤثر سلبا على علاقة القائد والمدير في مؤسسة ميرسي كور، تحديد العوامل والمؤثرات التي تقلل من مقاومة التغيير التنظيمي في مؤسسة ميرسي كور بالاضافة لإعطاء فكرة للممارسين للمساهمة في نجاح المنظمة من خلال إدارة التغيير.

لذا أرجو من سيادتكم التكرم بالمساعدة في الحصول على المعلومات والبيانات المطلوبة من خلال وضع إشارة (√) في المربع الذي يوافق خياركم. مع العلم بأن كافة المعلومات التي سيتم الحصول عليها لن تستخدم إلا لأغراض البحث العلمي فقط.

شاكرة لكم حسن تعاونكم

الباحثة
هازار فايز جابر

الجزء الأول: البيانات الشخصية

1. الجنس
☐ ذكر ☐ أنثى

2. العمر
☐ أقل من 25 سنة ☐ 25 – أقل من 35 ☐ 35 – أقل من 45 ☐ 45 سنة فأكثر

3. المؤهل العلمي
☐ دبلوم فما دون ☐ بكالوريوس ☐ ماجستير ☐ دكتوراة

4. المستوى الوظيفي
☐ منسق ☐ مدير-Director ☐ مسئول برنامج-Officer

☐ مسئول برنامج-Senior Officer ☐ موظفين دعم العمليات

5. عدد سنوات الخدمة في مؤسسة الميرسي كور
☐ أقل من 5 سنوات ☐ 5 – أقل من 10 ☐ 10 – أقل من 15 ☐ 15 سنة فأكثر

الجزء الثاني: فقرات الاستبانة

2. الرجاء تحديد مدى موافقتك على العبارات التالية:

المحور الأول : العلاقة التبادلية بين كل من القادة و مرؤوسيهم		
أولاً: التــــأثيــــــر		
(10-1)	العبــــــارة	#
	أمتلك صلاحيات تغيير بعض اجراءات العمل في المؤسسة	1.
	يحق لي اصدار الاوامر لتنفيذ تعليمات العمل من قبل المرؤوسين	2.
	أحرص على تشجيع العمل الجماعي وبث روح التعاون بين المرؤوسين	3.
	يحق لي تفويض الصلاحيات للموظفين	4.
	أقوم بشكل مستمر بمتابعة وتوجيه الموظفين لمواجهة مشاكل العمل التي تواجههم	5.
	أكسبتني مواقع العمل السابقة في المؤسسة خبرات واسعة في التعامل مع الموظفين	6.
	أستخدم خبراتي السابقة في التأثير الإيجابي على الموظفين وتحفيزهم	7.

	العبـــــــــارة	#
	تساهم خبرات مديري المباشر ومعلوماته في بناء علاقات قوية مع الموظفين	8.
	يتأثر موظفو المؤسسة بشخصيتي وأشعر بانجذابهم لي	9.
	يحترم موظفو المؤسسة قراراتي في العمل	10.

ثانياً: الـــولاء		
(1-10)	العبــــــــارة	#
	أنقل صورة مثالية عن المؤسسة إلى الآخرين	11.
	أقوم بأية مهام توكل إليّ حباً وانتماءً للمؤسسة	12.
	هناك انسجام بين أهداف المؤسسة وأهدافي الشخصية	13.
	قيمي الشخصية تتماثل مع قيم المؤسسة	14.
	أعتبر مؤسستي من المؤسسات المتميزة على مستوى الوطن	15.
	أتبادل مع زملائي في العمل النصح والإرشاد الهادف	16.
	يتوافر التعاون والمشاركة بين الأعضاء في أداء المهام الوظيفية	17.
	تحفزني المؤسسة مادياً ومعنوياً لتقديم أفضل الأداء بعملي	18.
	تحرص المؤسسة على توفير بيئة العمل المناسبة للموظفين	19.
	أبذل الجهد المتميز في سبيل نجاح المؤسسة	20.

ثالثاً : المشاركـة		
(1-10)	العبــــــــــارة	#
	تتوفر أجواء التعاون بين المدير ومرؤوسيه داخل المؤسسة	21.
	تركز المؤسسة على الأداء الجماعي من خلال تشكيل فرق العمل	22.
	تسود الثقة بين الموظفين في المؤسسة	23.
	تسمح الإدارة للمرؤوسين بالمشاركة في اتخاذ القرارات الخاصة بسير العمل	24.
	يشجع المدير مرؤوسيه على ممارسة الدور القيادي في وظائفهم	25.
	تثق الإدارة في قدرتي على إنجاز المهام الموكلة لي	26.
	يمنح المدير الصلاحيّات للمرؤوسين ذوي الخبرة والمهارة	27.
	تمنح الإدارة المرونة الكافية للمرؤوسين لإنجاز عملهم	28.
	تهتم إدارة المؤسسة بالتغذية الراجعة من الموظفين وتتبنى المقترحات الجيدة	29.

رابعاً: الاحترام المهني		

(10-1)	العبـــــــــارة	#
	يقدر مديري المباشر الجهود التي أبذلها في العمل	30.
	تخصص إدارة المؤسسة الأموال الكافية لتنفيذ وتطبيق الأفكار الإبداعية الجديدة	31.
	يشعرني مديري بأهمية وظيفتي ومكانتها كجزء حيوي بالنسبة للمؤسسة	32.
	توفر لي المؤسسة الإحساس بالأمن والاستقرار	33.
	أستطيع الوصول إلى أصحاب القرار وشرح موقفي بسهولة	34.
	يقوم مديري المباشر بتحفيزي على تحمل مسئوليات اكبر	35.
	يحقق نظام الحوافز المعمول به العدالة لجميع الموظفين	36.
	يعد تقدير مديري المباشر لجهودي في العمل حافزا حقيقياً لمزيد من الإنجاز	37.
	يقدر المديرون مجهودات مرؤوسيهم ويعتزون بها	38.
	يثق المديرون في قدرات مرؤوسيهم بشكل كبير	39.

المحور الثاني : مقاومـــة التغييـر

(10-1)	العبـــــــــارة	#
	تحرص المؤسسة على إشراك العاملين في التخطيط لعملية التغيير التنظيمي	40.
	تشجع الإدارة الموظفين على التعبير عن مشاعرهم تجاه برامج التغيير	41.
	يدرك الموظفون الاسباب الحقيقية الكامنة وراء عمليات التغيير	42.
	يشترك الموظفون في وضع برامج التغيير في المؤسسة	43.
	تزود الإدارة العليا الموظفين بالمعلومات الكاملة حول عمليات التغيير قبل بدءها	44.
	تهدف برامج التغيير إلى تحسين وتطوير العمل داخل المؤسسة	45.
	يتفهم الموظفون مبررات قرارات التغيير في التنظيم الإداري والوظائف	46.
	يشعر الموظفون بالرضا عن عمليات التغيير بالمؤسسة ويلتزمون بتنفيذ متطلباتها	47.
	تراعي الإدارة العليا أهمية العامل الإنساني عند تنفيذ عمليات التغيير	48.
	تتميز الإجراءات والتعليمات المتعلقة بعمليات التغيير بالوضوح	49.
	يتم تدريب وتطوير قدرات الموظفين لإكسابهم مهارات جديدة تتناسب مع برامج التغيير	50.
	تقوم إدارة المؤسسة بتعزيز وتقدير الموظفين الذين يستجيبون لعمليات التغيير	51.
	يدرك الموظفون أنهم سيحتفظون بوظائفهم نتيجة لعمليات التغيير	52.
	توجد اطراف داخل جماعات العمل تساهم في دفع الموظفين لقبول عمليات التغيير	53.
	يتمنى الموظفون نجاح عمليات التغيير التي تسعى إليها المؤسسة	54.

	يتفهم الموظفون إمكانية فقدان بعض المكاسب الوظيفية الهامة نتيجة لعمليات التغيير	.55
	يشعر الموظفون بوجود الاستعداد التنظيمي المناسب من قبل المؤسسة لتحقيق عمليات التغيير	.56
	يتميز مستوى الاتصال والتنسيق بين القائمين على عمليات التغيير والمنفذين له بالفعالية	.57