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**Measuring the Readiness of Managers to Effectively
Implement a New Human Resources (HR) Process - An
Empirical Study on "The International Committee of the
Red Cross (ICRC)"**

By

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Dedication

This thesis is lovingly dedicated first to my respective parents, who have given me the drive to tackle any task with enthusiasm and determination,

I dedicate this study to my beloved life partner my life partner, and to my son Abdulrahman the apple of my eye.

I dedicate this study to my beloved brother and my sweet sisters

I dedicate this study to my grandmother and my aunts, for their limitless love and care for me

I dedicate this study to whom prayed for me and encouraged me to accomplish my study, my Mother in Law and Father in Law

I would like also to dedicate my work to "the international committee of red cross" represented by management, who supported me with the needed information and really enjoy the change to the best spirit.

and to all my friends and work colleagues

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Abstract

This research aimed to focus on managers' readiness to face and lead the implementation of a change related to the human resources setup programs. The case of the study was the "People Management Program (PMP)" in the "International Committee of the Red Cross (ICRC)" in Tel Aviv, Jerusalem, West bank and Gaza offices. The research objective has been examined by setting three variables to indicate the level of managers to tackle the implementation stage. The three variables are: Managers' understanding to the PMP, Managers' motivation and interest to implement the PMP and Managers' commitment to implement the PMP. Using secondary data obtained through looking up in different specialized references in this field, The researcher has collected the research primary data via a questionnaire distributed for ICRC's 35 managers and were analyzed by using the analytical descriptive methodology approach to describe the basic features of the data in the research. The most important findings of the research are the following:

- Regarding managers' understanding to the PMP, it was neutral. Managers do not understand the PMP well and the full image of the program is still unclear. This means that they are not well equipped with the required knowledge and tools.
- Most responded managers are motivated and interested to the change and to implement the PMP, but not to the required level.
- Managers are committed to implement the PMP but the positive sign is still weak and not enough to have a committed team of managers for this purpose.

The most important recommendations of the research are the following:

- Organization should work to strengthen and activate the internal communication and information support system and impart high flexibility and ease to make sure that all managers fully understand their roles and the full picture of the change strategy to give a clear guide for managers to understand their roles during change and to have a clear road map to implement the required change.
- It is recommended that the organization should have a clear benefits and incentives after achieving the main goal of the new strategy on the individual and organizational level.
- Creating change in the attitudes and skills of the managers is important, with the attempt to clarify the reasons for this change and its goals through training programs, lectures and holding conferences.

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Chapter One

The Research General Framework

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

Introduction:

It is such a volatile world that the first resolution for any business is to become change friendly. Organizational readiness for change is considered critical status to the successful implementation of complex changes. Especially when talking about readiness of managers who are responsible of implementing any new change in process and human resources setup. To have a smooth and consistent movement toward a new human resources system, it is vital for the organization to prepare its managers to be ready to cope with the coming strategic change.

The study of change and development is one of the great themes in the social sciences (Pettigrew, Woodman, 2001, P.697). The interest in this topic continues to grow as organizations struggle to cope with technological advances, a global marketplace, and the denationalization and deregulation of marketplaces, which have resulted in accelerating environmental complexity (De Meuse, Marks, 2010). This complexity requires organizations to rapidly change themselves in order to survive (Gordon, et al, 2000). As a result, companies now make moderate to major changes at least every four to five years (Lewis, 2000).

Although large-scale organizational change efforts occur with increasing regularity, all too frequently these efforts fail to achieve their intended aims (Beer, Nohria, 2000, p.112). Academic researchers are perhaps even more pessimistic about the success of change efforts, concluding that organizational change efforts are often so poorly managed that they precipitate organizational crises (Probst, Raisch, 2005, p.112). In response to the high rate of change failure, researchers have sought to identify factors that may increase the likelihood of successfully implementing organizational changes, while the failure to successfully implement planned change may be attributed to many factors, few issues are as critical as employees' attitudes toward change (Miller, Johnson, 1994).

Researchers agrees with this conclusion, and focus on change readiness, which has been defined as an individual's beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully undertake those changes (Armenakis, et al, 1993, p.681). Change readiness is the most prevalent positive attitude toward change that has been studied in the organizational change literature. In a review of the literature, over 90% of conceptual work on change attitudes has been conducted on either change readiness or resistance to change. (Bouckenooghe, 2010).

The International Committee of the Red Cross (ICRC), established in 1863, works worldwide to provide humanitarian help for people affected by conflict and armed violence and to promote the laws that protect victims of war. An independent and neutral organization, its mandate stems essentially from the Geneva Conventions of 1949. Based in Geneva, Switzerland, it employs some 12,000 people in 80 countries; it is financed mainly by voluntary donations from governments and from national Red Cross and Red Crescent societies. (<http://www.icrc.org>).

In this research, the researcher will study the level of readiness of the ICRC managers in the field and their commitment towards the implementation of the new human resources system through measuring manager's understanding, commitment, motivation and personal interest through a constructed survey.

The Research Problem Statement:

The scope and diversity of ICRC operations today have direct implications for the organization's people management approach. Most contexts where the ICRC is active present a host of complex humanitarian challenges. The organization is honing its capacity to respond to sudden-onset crises while sustaining its operations in protracted armed conflicts and other situations of violence, in line with strategic choices it has made. It is prepared to address both rapidly-emerging and chronic needs in a given context, as needed, drawing on different domains of expertise in developing its multidisciplinary response. In the face of lawlessness and constantly shifting alliances, the ICRC is working to further expand its networks to preserve and strengthen its access to affected people and to manage staff security. At the same time, the organization is using its humanitarian diplomacy to influence governments and other stakeholders and endeavouring to more firmly anchor its presence in certain countries and regions. In addition, new technologies offer novel possibilities for beneficiaries to shape humanitarian response. Such realities require the organization to further adapt its activities and human resources set-up. At the same time, evolutions in the humanitarian community are prompting the ICRC to reinforce its positioning while maintaining its professionalism. The emergency response capacity of some traditional humanitarian actors has diminished, and new actors have become increasingly involved in humanitarian response. As a result, the humanitarian landscape is becoming more diverse and the comparative advantage of traditional humanitarian actors is less clear. The ICRC is thus diversifying its interactions and seeking new partnerships,

both with National Societies and other actors. It is committed to upholding its impartial, neutral, and independent approach, in line with its mandate. On-going transformations in the broader political and economic landscapes will have further consequences for the organization's workforce. Different state actors with their own approaches and standards are exerting growing influence beyond their borders, at both the regional and global levels. The ICRC is working to further strengthen its relationships with such state actors. Moreover, the organization will continue to face financial pressures, due to the national debt crises affecting many of its major donor countries as well as exchange-rate fluctuations. In the face of growing pressure from donors and beneficiaries alike, it is striving to maximize its efficiency. This new HR system represents an institution-wide undertaking that will require strong leadership and a broad commitment across the organization. Its implementation will bring about important changes within the organization, at both the individual and collective levels. ICRC employees, managers, and the Human Resources Department must work closely together to achieve the organization's people management objectives. **(People management programme introduction draft, 2011, p.2).**

From his deep reading and thinking of the new HR system plan and after discussion with the former project manager "Mr. Paul Sheppard", and from the literature reviews; The researcher has realized the problem of the new HR system implementation which may vary from the design stage and what the ICRC headquarter planned for.

Therefore, the research problem statement could be formulated in the following main question:

"Are managers -who are responsible for implementing the new HR system- ready and committed to implement the change practically and emotionally?"

The Research Hypotheses:

The researcher has developed the following hypotheses to examine managers' readiness and commitment towards the new HR system:

- 1- There is a statistical significant effect (at the 0.05 level) of managers' change understanding on change effective implementation readiness.
- 2- There is a statistical significant effect (at the 0.05 level) of managers' motivation and personal interests on change effective implementation readiness.

- 3- There is a statistical significant effect (at the 0.05 level) in the responses of the research sample due to managers' commitment to change on change effective implementation readiness.
- 4- There are significant differences (at the 0.05 level) in the responses of the research sample due to the following socio-demographic variables (Age, Gender, Educational Level, Job title, Experience within the Organization, Years of Professional Experience, Employment Contract and Location).

The Research Variables:

In this research, predictor variables have been examined by the researcher to determine manager's readiness for implementing new HR system as following:

- 1- Dependent Variables: Managers readiness to effectively implement a new HR strategy.
- 2- Independent Variables:
 - a) Understanding the new HR system.
 - b) Motivation and personal interests.
 - c) Ccommitment to change.

The Research Objectives:

The following are the research set of objectives to achieve the research objectives:

- 1- Investigating the extent of managers' readiness to implement the new HR system effectively.
- 2- Exploring the attitude of the managers in the field toward the strategic change plans from the headquarter (H.Q.).
- 3- Investigating the extent of managers' commitment to implement the strategic change.
- 4- To examine the main forces which affect managers' readiness and commitment to implement strategic change plans.
- 5- Providing appropriate recommendations to create an effective model for measuring managers' readiness to change implementation.

The Research Importance:

This research highlights the importance of valuing human resources, which significantly effects the decision making process and change management. Also its importance comes from:

- 1- It can be useful to the management practitioners as well as the academicians through providing premium guidelines to other researchers on implementing change through a well committed and ready to change employees.
- 2- Giving more focus on the importance of change leaders as a vital asset to implement any organizational change.
- 3- To ensure the effective implementation of the new HR system, managers should play an essential role during the implementation stage. So that, it is so important to measure the readiness and the commitment of managers to implement the new system.
- 4- It is considered to be the first study to discuss the readiness of managers for change implementation in Palestine and the international organizations working in the region.
- 5- Giving more focus on the importance of the employees generally as one of the most important and value adding assets in the organizations and highlighting valuing them acting as employees' incentives.
- 6- This research aims to help ICRC to implement the PMP or any change and to reinforce the implementation stage to make sure the organization will achieve the required goal from the change which will affect the purely humanitarian and impartial nature of the organization's work.

Chapter Two

Literature Review

- Section One: Human Resources Management Overview.
- Section Two: Organizational Change Management and
Organizational Commitment.
- Section Three: The International Committee of the Red Cross

Section One: Human Resources Management

Introduction:

The practice of human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. To implement a new HR system effectively and efficiently, human resources are recognized as an essential partner and asset for developing and executing organizational strategy.

The role of HRM within organizations and its relationship with organizational performance and business strategy has received a lot of attention within the last decade. One of the authors who argue that the "hard" aspect of HRM is dominant in decisions about HR strategy. This is based on the drive for enhanced organizational performance and the need for integrative practices that are aligned to, and support, the organization's primary strategic objectives. (Kamoche, 1996).

The link with business strategy is the key to the strategic nature of HRM within an organization. (Miller, 1989). HR policy goals of integration, flexibility and quality are central to the delivery of desired organizational outcomes. (Guest, 1987).

HRM covers activities such as strategic HRM, human capital management, corporate social responsibility, knowledge management, organization development, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of employee services. HRM practice has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories. This foundation has been built with the help of a multitude of research projects. (Armstrong, 2009, p.4).

Definition of Human Resources Management:

The terms 'human resource management' (HRM) and 'human resources' (HR) have virtually replaced the term 'personnel management' as a description of the processes involved in managing people in organizations, although what is now described as HRM is in practice often synonymous with what used to be described as personnel management. It

could indeed be no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of top management as part of the strategic planning processes of the enterprise. Although there is nothing new in the idea, insufficient attention has been paid to it in many organizations (Armstrong, 2009).

However, some commentators regard HRM as a substantially different model built on unitarism (employees share the same interests as employers), individualism, high commitment and strategic alignment (integrating HR strategy with the business strategy). HRM is more holistic than traditional personnel management. HRM has also emphasized the notion that people should be regarded as assets rather than variable costs. Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Storey, 2007).

Human resource management involves all management decisions and action that affect the nature of the relationship between the organization and its employees – its human resources. (Beer et al, 1984).

HRM comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. (Guest, 2010).

HRM consists of that human resource policies should be integrated with strategic business planning and used to reinforce an appropriate (or change an inappropriate) organizational culture, that human resources are valuable and a source of competitive advantage, that they may be tapped most effectively by mutually consistent policies that promote commitment and which, as a consequence, foster a willingness in employees to act flexibly in the interests of the ‘adaptive organization’s’ pursuit of excellence.(Legge, 1989).

Human resource management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques. (Storey, 2007).

The Human Resources Management Functions:

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness, capability and capacity to achieve its goals by making the best use of the resources available to it. (Armstrong, 2009).

The activities carried out within an HR function can be divided into two broad categories:

- 1- Strategic (transformational) category, which is largely concerned with the alignment and implementation of HR and business strategies, and
- 2- Transactional category, which covers the main HR service delivery activities of resourcing, learning and development, reward and employee relations.

The HR function is involved in devising HR strategies, policies and practices that meet the needs of the organization and its members and support the attainment of sustained competitive advantage. But competitive advantage lies in employees themselves, not in HRM practices. They point out that: 'The HR department needs to go beyond designing effective HRM policies and practices to ensure that these practices are implemented appropriately and are accepted by employees in order to achieve the intended results. (Hope-Hailey et al, 2005).

Human Resources Management Typical Functions:

Human resources management is an important asset to any business. It carries out and provides organization with typical functions as following as agreed by researches:

- 1- Job Analysis: Job analysis is the process of describing the nature of a job and specifying the human requirements, such as skills, and experience needed to perform it. The end product of the job analysis process is the job description. A job description spells out work duties and activities of employees. Job descriptions are a vital source of information to employees, managers, and personnel people because job content has a great influence on personnel programs' and practices.
- 2- Human Resource Planning: In the human resource planning function, the number and type of employees needed to accomplish organizational goals are determined. Research is an important part of this function because planning requires the collection and analysis of information in order to forecast human resources supplies

and to predict future human resources needs. The basic human resource planning strategy is staffing and employee development.

- 3- Staffing: Staffing emphasizes the recruitment and selection of the human resources for an organization. Human resources planning and recruiting precede the actual selection of people for positions in an organization. Recruiting is the personnel function that attracts qualified applicants to fill job vacancies. In the selection function, the most qualified applicants are selected for hiring from among those attracted to the organization by the recruiting function. On selection, human resource functionaries are involved in developing and administering methods that enable managers to decide which applicants to select and which to reject for the given jobs.
- 4- Orientation: Orientation is the first step toward helping a new employee adjust himself to the new job and the employer. It is a method to acquaint new employees with particular aspects of their new job, including pay and benefit programs, working hours, and company rules and expectations.
- 5- Training and Development: The training and development function gives employees the skills and knowledge to perform their jobs effectively. In addition to providing training for new or inexperienced employees, organizations often provide training programs for experienced employees whose jobs are undergoing change. Large organizations often have development programs which prepare employees for higher level responsibilities within the organization. Training and development programs provide useful means of assuring that employees are capable of performing their jobs at acceptable levels.
- 6- Performance Appraisal: Performance appraisal function monitors employee performance to ensure that it is at acceptable levels. Human resource professionals are usually responsible for developing and administering performance appraisal systems, although the actual appraisal of employee performance is the responsibility of supervisors and managers. Besides providing a basis for pay, promotion, and disciplinary action, performance appraisal information is essential for employee development since knowledge of results (feedback) is necessary to motivate and guide performance improvements.

- 7- Career Planning: Career planning has developed partly as a result of the desire of many employees to grow in their jobs and to advance in their career. Career planning activities include assessing an individual employee's potential for growth and advancement in the organization.
- 8- Compensation: Human resource personnel provide a rational method for determining how much employees should be paid for performing certain jobs. Pay is obviously related to the maintenance of human resources. Since compensation is a major cost to many organizations, it is a major consideration in human resource planning. Compensation affects staffing in that people are generally attracted to organizations offering a higher level of pay in exchange for the work performed. It is related to employee development in that it provides an important incentive in motivating employees to higher levels of job performance and to higher paying jobs in the organization.
- 9- Benefits: Benefits are another form of compensation to employees other than direct pay for work performed. As such, the human resource function of administering employee benefits shares many characteristics of the compensation function. Benefits include both the legally required items and those offered at employer's discretion. The cost of benefits has risen to such a point that they have become a major consideration in human resources planning. However, benefits are primarily related to the maintenance area, since they provide for many basic employee needs.
- 10- Safety and Health: Not only must an organization see to it that employees' rights are not violated, but it must also provide a safe and healthy working environment. Safety defined as "protecting employees from injuries caused by work-related accidents" and health as "keeping employees free from physical or emotional illness".
- 11- Labor Relations: The term "labor relations" refers to interaction with employees who are represented by a trade union. Unions are organization of employees who join together to obtain more voice in decisions affecting wages, benefits, working conditions, and other aspects of employment. With regard to labor relations, the personnel responsibility primarily involves negotiating with the unions regarding wages, service conditions, and resolving disputes and grievances.

12- Record-keeping: The oldest and most basic personnel function is employee record-keeping. This function involves recording, maintaining, and retrieving employee related information for a variety of purposes. Records which must be maintained include application forms, health and medical records, employment history (jobs held, promotions, transfers, lay-offs), seniority lists, earnings and hours of work, absences, turnover, tardiness, and other employee data. Complete and up-to-date employee records are essential for most personnel functions. More than ever employees today have a great interest in their personnel records. They want to know what is in them, why certain statements have been made, and why records may or may not have been updated.(<http://www.whatishumanresource.com>).

Human Resources Management as a System:

The human resources management system is dependent on the environment for inputs, which are transformed during throughput to produce outputs that are exchanged in the environment. An open HRM system defined as a competence model of organizations. Skills and abilities are treated as inputs from the environment; employee behaviors are treated as throughput; and employee satisfaction and performance are treated as outputs. (Wright, Snell, 2001).

In its traditional form, HRM, can be viewed as a collection of multiple discrete practices with no explicit or discernible link between them. In contrast the more strategically minded systems approach views HRM as an integrated and coherent bundle of mutually reinforcing practices. The characteristic of HRM is that HRM systems and not individual HRM practices are the source of competitive advantage, coherent and internally aligned systems form powerful connections that create positive synergistic effects on organizational outcomes. (Boselie, et al, 2005).

An HRM system brings together HR philosophies that describe the overarching values and guiding principles adopted in managing people, HR strategies that define the direction in which HRM intends to go, HR policies that provide guidelines defining how these values, principles and the strategies should be applied and implemented in specific areas of HRM, HR processes that comprise the formal procedures and methods used to put HR strategic plans and policies into effect, linked HR practices that consist of the approaches used in managing people, and HR programs that enable HR strategies, policies and practices to be implemented according to the plan. These components has been

classified into three levels: the system architecture (guiding principles), policy alternatives, and processes and practices. (Becker, Gerhart, 1996).

Human Resources Professionals as Change Agents:

The change process will take place more smoothly with the help of credible change agents internal or external. These are people who facilitate change by providing advice and support on its introduction and management. It is often assumed that only people from outside the organization can take on the change agent role because they are independent and do not 'carry any baggage'. They can be useful, but people from within the firm who are respected and credible can do the job well. This is often the role of HR specialists, but the use of line managers adds extra value. (Armstrong, 2009).

HR change agents were categorized in four dimensions:

1. Transformational change: A major change that has a dramatic effect on HR policy and practice across the whole organization.
2. Incremental change: Gradual adjustments of HR policy and practices that affect single activities or multiple functions.
3. HR vision: A set of values and beliefs that affirm the legitimacy of the HR function as strategic business partner.
4. HR expertise: The knowledge and skills that define the unique contribution the HR professional can make to effective people management. (Caldwell, 2001).

Across these dimensions, the change agent roles that Caldwell suggests can be carried out by HR professionals, are those of change champions, change adapters, change consultants and change synergists. (Armstrong, 2009).

The International Human Resources Management:

It has been stated that a critical challenge for organizations from both the public and private sectors in the twenty-first century is the need to operate across national boundaries. International human resource management is the process of managing people across international boundaries by multinational companies. It involves the worldwide management of people, not just the management of expatriates. Companies that function globally comprise international and multinational firms. International firms are those where operations take place in subsidiaries overseas that rely on the business expertise or manufacturing capacity of the parent company; they may be highly centralized with tight controls. Multinational firms are ones in which a number of businesses in different

countries are managed as a whole from the centre; the degree of autonomy they have will vary. (Brewster et al, 2005).

As The Cranfield School of Management reported, the main contrast between national and global HR practice is the need to see the bigger picture: "The difference is the higher complexity and the need for sensitivity to different cultures and different business environments". The study stated that understanding the local context is key and an international HR person needs to be asking questions such as: What is the business environment here? What is the role of the trade unions? What is the local labor law? Are these people different? Are their motivation patterns different? (Dickman, 2006).

A conducted research identified three processes that constitute global HRM: talent management/employee branding, international assignments management, and managing an international workforce. They found that organizations such as Rolls Royce had set up centers of excellence operating on a global basis. They observed that global HR professionals are acting as the guardians of culture, operating global values and systems. (Brewster et al, 2005).

It was established by the global HR research alliance study that global HR policies and practices were widespread in the areas of maintaining global performance standards, the use of common evaluation processes, common approaches to rewards, the development of senior managers, the application of competency frameworks and the use of common performance management criteria. Generally the research has indicated that while global HR policies in such areas as talent management, performance management and reward may be developed, communicated and supported by centers of excellence, often through global networking, a fair degree of freedom has frequently been allowed to local management to adopt their own practices in accordance with the local context as long as in principle these are consistent with global policies. (Stiles, 2007).

Section Two: Organizational Change

Management and Organizational Commitment

Introduction:

Organizational change has an impact on the way that work is performed and has significant effects on staff. Organizational change can have an impact irrespective of whether changes are viewed as large or small.

Change cannot just be allowed to happen. It needs to be managed. To manage change, it is first necessary to understand the types of change and how the process works. It is important to bear in mind that while those wanting change need to be constant about ends, they have to be flexible about means. This requires them to come to an understanding of the various models of change that have been developed and of the factors that create resistance to change and how to minimize such resistance. (Armstrong, 2009).

Based on a five year survey conducted by the world-renowned McKinsey consulting firm, out of the 1536 companies that underwent organizational change, only 38% of the company managers claimed that the process succeeded in increasing work performance. Regarding long term health goals (such as increasing ability, better customer relations, supplier relations, positive work culture), only 30% of the managers associated these with organization change. Hence, the goals of organizational change are rather multi-faceted. The most common goal stated by over 50% of the interviewees is “minimizing costs”. Other goals include bettering the firm, mergence, crisis intervention, or overcoming competition. Seemingly, successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. (Isern, Pung, 2007).

Definition of Organizational Change:

Organizational change refers to understanding alterations within organizations at the broadest level among individuals, groups, and at the collective level across the entire organization. (Burnes, 1996).

Another definition is that change is the observation of difference over time in one or more dimensions of an entity. (Van de Ven, Poole, 1995).

Organizational change is a company or organization going through a transformation. Organization change occurs when business strategies or major sections of

an organization are altered. Also known as reorganization, restructuring and turnaround. (<http://www.businessdictionary.com>, 2013).

Definition of Change Management:

Change management is defined as the process of achieving the smooth implementation of change by planning and introducing it systematically, taking into account the likelihood of it being resisted. (Armstrong, 2009, p.424).

Change management is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers. (John, Baird, 2000, p.66).

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level.(Margarite, 2010).

Change management can be defined as the coordination of a structured period of transition from situation A(Before Change) to situation B(After Change) in order to achieve lasting change within an organization. (<http://www.businessdictionary.com>, 2013)

The Contribution of HR to Change Management:

HR practitioners may be involved in initiating change but they can also act as a stabilizing force in situations where change would be damaging. The human resources function can help the organization develop the capability to weather the changes that will continue to be part of the organizational landscape. It can help with the ongoing learning processes required to assess the impact of change and enable the organization to make corrections and enhancements to the changes. It can help the organization develop a new psychological contract and ways to give employees a stake in the changes that are occurring and in the performance of the organization. (Mohrman, Lawler, 2003).

HR professionals are not fully comfortable or compatible in the role of change agent, and that their task is therefore not to carry out change but to get change done. But HR practitioners are in a good position to understand possible points of resistance to change and they can help to facilitate the information flow and understanding that will help to overcome that resistance. (Ulrich, 1998).

The need for HR practitioners to: ‘Understand the state of the company, the extent of the embedding of processes and structures throughout the organization, and the behavior

and attitudes of individual employees. The researcher believes that ‘The challenge is to implement the ideas’ and the solution is to ‘build a guiding coalition by involving line managers’, which means ‘creating issue-based cross-functional action teams that will initially make recommendations and later move into action’. This approach ‘builds the capacity to change’. (Gratton, 2000).

HR will also be continuously involved in developing processes for involving people in planning and managing change and communicating information on proposed changes – what they are, why they are taking place and how they will affect employees. Change often requires adopting new behaviors and acquiring different skills, and HR can organize the learning and development programs required to do this. (Armstrong, 2009).

Why Does An Organization Need Organizational Change?

From a passive perspective, organizational change occurs as a reaction to an ever-changing environment or as a response to a current crisis situation. On the other hand, a more proactive viewpoint is that it is triggered by a progressive manager. Furthermore, organizational change is especially evident when the organization has just undergone a transfer of executive power. (Haveman, et al, 2001).

A study proposed that the causes of organization change can be explained by one of the following theories: teleological theory, life-cycle theory, and dialectical theory. The teleological perspective believes that organizational change is an attempt to achieve an ideal state through a continuous process of goal-setting, execution, evaluation, and restructuring. Life-cycle theory claims that the organization is an entity that depending on the external environment, cycles through stages of birth, growth, maturation, and declination. Dialectical theory hypothesizes that the organization is like a multi-cultural society with opposing values. When one particular force dominates over others, a new organizational value and goal is established, resulting in organizational change. (Van de Ven, Poole, 1995).

The Targets of Organizational Change:

The influential factors of organizational effectiveness are widespread, including factors that are related to external environmental changes, and factors which will improve the internal managerial effectiveness. The organization must consider the reasons for change, the external environment, and the internal situation to decide which factors to

change. The most common known targets of organizational change include vision, strategy, culture, structure, system, production technology, and leadership style. (Yang, Zhuo, Yu, 2009).

- 1- Vision includes a firm's organizational core value but one that also adapts accordingly to the external environment. When an organization undergoes change, its core value needs to be determined so that in the process of transformation, it can be preserved.
- 2- Strategy refers to the organization's long term goals and the steps and resources needed to be considered in its decision-making. The strategy change can be divided into the enterprise strategy change, the overall strategy change, and the global expansion strategy change.
- 3- Culture is referring to its members' collective value, norm, and basic assumptions. The change involved is altering the content of this collective value and/or basic assumption. Typically, the explicit culture is more easily manageable or changed than the implicit culture.
- 4- Structure is an official system of the duty and the authority relations of an organization. Structural change is transforming the organization's vertical disintegration or horizontal differentiation, power allocation, and level of formalization.
- 5- System is the formal regulations, policies and procedures such as reward system, performance evaluation methods, goals budget system, etc. that are used to operate the organization.
- 6- Production science and technology is the technology, the knowledge, the ability, the material, the machine, the computer, the tool and other equipment which transform inputs to outputs.
- 7- Leadership is the influential force within the organization. Leadership style impacts the group dynamic and also the interaction of its members. The above targets of organizational change will influence each other. For example, the actualization of vision depends on the incorporation of suitable strategy and the organization's culture. Therefore, in the process of organization change, the "systematic viewpoint" has to be taken, so that different change targets can be considered as a whole to achieve the organizational change successfully. (Yang, Zhuo, Yu, 2009).

All the previously mentioned targets are just for example and not restricted to the above points, as the change may target any part of the organization.

Types of Organizational Change:

Organizations continually face choices about how best to respond to the forces for change. There are several types of change that managers can adopt to help their organizations achieve desired future status. In general, the types of change fall into two broad categories:

- 1- Evolutionary change: Evolutionary change is gradual, intermittent, and narrowly-focused. (George, Jones, 2007). Its main purpose is to make continuous improvement in order to adjust to the environment changes. (Weick, Quinn, 1999).

The most widely known types of evolutionary change are:

- a) Socio-technical systems theory: Socio-technical systems theory emphasizes the importance of the social and technological aspects within the organization during the process of change. In other words, it emphasizes the development of the most optimal partnership between members/workers of the organization and the technology.
 - b) Total quality management: Total quality management is an ongoing and constant effort by all of an organization's functions to find new ways to improve the quality of the organization's good and services. (Deming, 1989).
 - c) Management by objectives: Management by objectives specifies the importance of regular meetings between management and its subordinates. The objective is to assess future work goals, evaluate work performance, and discuss challenges and obstacles in an attempt to motivate work efficacy and coherence. (Cummings, Worley, 2001).
- 2- Revolutionary change: Revolutionary change is rapid, dramatic, and broadly focused. It often happens when the current operation method can no longer fulfill the demand of the external environment, and a significant change has to be made in a short period of time to keep the organization work. There are three important types of revolutionary change:
 - a) Reengineering: Reengineering involves the fundamental rethinking and radical redesign of business processes to achieve dramatic improvement in critical, contemporary measures of performance such as cost, quality, service, and speed. (Hammer, Champy, 1994).

- b) Restructuring: When an organization experiences a rapid deterioration in performance, a manager may try to turn things around by restructuring. For example, an organization tries to simplify its organizational structure by eliminating divisions, departments, or levels in the hierarchy and downsizing employees to lower operating costs.
- c) Innovation: Innovation is the successful use of skills and resources to create new technologies or new goods and service so that an organization can change and better response to the needs of customers. (Jones, 2013).

Many scholars have devoted to the study of organizational change process, and most of them follow Lewin's "Force Theory of change". Based on the observation of real world organizational change, Lewin proposed a three-step process for a successful organizational change: unfreezing, moving, and freezing.

- 1- Unfreezing: It starts from the members' understanding of the organizational crisis or vision that motivates them to change normally; unfreezing will go through three stages:
 - a) First: There must be enough information indicating that the current organizational condition is not ideal.
 - b) Second: This information has to be related to the important goal of the organization; thus it elicits members' anxious feeling.
 - c) Third: A solution has to be proposed that will reduce the members' insecure feeling and resistance to change. (Schein, 1992).
- 2- Moving: Taking certain actions to transform the organization to an expected condition. The moving process is quite complicated; it involves goal setting, support seeking, resource finding, planning and execution. There are two forms of moving:
 - a) Problem-solving orientation.
 - b) Vision orientation.

The organization may adapt either one according to their specific situation.

- 3- Freezing: Freezing is to stabilize the change achieved in moving stage. The individual, the department, and the organization, all have an inertial way of thinking and doing, so that the change achieved in moving state will return to the status quo ante if freezing is not done. Form new rules, regulate members' new behavior directly, reinforce appropriate responses, are all possible ways to

internalize the new value or behavior into the organizational culture. (George, Jones, 2002).

Phases in Change Processes:

In order to successfully manage change processes, it is necessary to analyze the phases of this process. Managers need to know in which phase they have to expect what types of situations and problems. Most successful organizations are those that are able to adjust themselves to new conditions quickly. This requires planned learning processes that lead to improved organizational effectiveness. Ideally, employees are able to reflect their own behavior in relation to the organizational context (e.g. processes, products, resources, customers). Normally, people perceive change processes in seven typical stages, see figure (2.1) below.

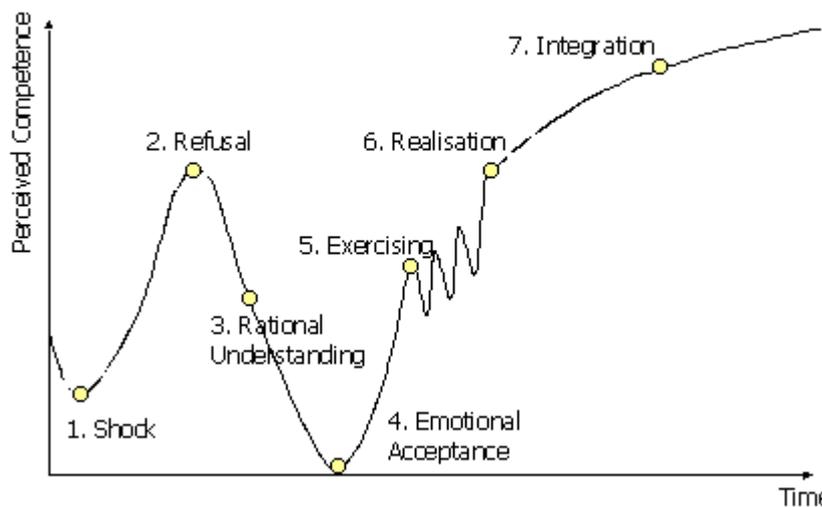


Figure (2.1): change processes in seven typical stages. (Recklies, 2001)

Table (2.1) The seven phases of change can be described as follows:

Phase	Description
Shock and Surprise	Confrontation with unexpected situations. This can happen ‘by accident’ (e.g. losses in particular business units) or planned events (e.g. workshops for personal development and team performance improvement). These situations make people realize that their own patterns of doing things are not suitable for new conditions any

	more. Thus, their perceived own competence decreases.
Denial and Refusal	People activate values as support for their conviction that change is not necessary. Hence, they believe there is no need for change; their perceived competency increases again.
Rational Understanding	People realize the need for change. According to this insight, their perceived competence decreases again. People focus on finding short term solutions, thus they only cure symptoms. There is no willingness to change own patterns of behavior.
Emotional Acceptance	This phase, which is also called 'crisis' is the most important one. Only if management succeeds to create a willingness for changing values, beliefs, and behaviors, the organization will be able to exploit their real potentials. In the worst case, however, change processes will be stopped or slowed down here.
Exercising and Learning	The new acceptance of change creates a new willingness for learning. People start to try new behaviors and processes. They will experience success and failure during this phase. It is the change managers task to create some early wins (e.g. by starting with easier projects). This will lead to an increase in peoples perceived own competence.
Realization.	People gather more information by learning and exercising. This knowledge has a feedback-effect. People understand which behavior is effective in which situation. This, in turn, opens up their minds for new experiences. These extended patterns of behavior increase organizational flexibility. Perceived competency has reached a higher level than prior to change.
Integration	People totally integrate their newly acquired patterns of thinking and acting. The new behaviors become routine.

Table (2.1) The seven phases of change. (**Recklies, 2001**)

Only if change managers understand these phases of change, and only if they act accordingly, they will be able to successfully manage change processes without destroying peoples motivation and commitment.(**Recklies, 2001**).

Forces Affecting Organizational Change:

According to Lewin's force-field analysis model, an organization is an open system. There are two forces in organization change, one is the pushing of the organization to a new direction; it is the driving force. The other is preventing organization from changing; it is the restraining force.

When driving force is stronger than the restraining force, organizational change occurs, and the organization will move towards a new direction. When restraining is stronger than the driving force, organization will stay where it was; and when these two forces are equally powerful, it will stay stable temporarily. (Lewin, 1951).

When organization is about to change, there are different forces to prevent them from change, which is the above-mentioned restraining forces. Restraining forces can be divided into three levels: organization level, secondary unit level, and individual level. (Yang, Zhuo, Yu, 2009). Factors in the organizational level include the organizational structure inertia and system pressure, organizational culture, and the pressure from past success. Factors in secondary unit level include the standpoint difference and interest conflict between different departments. Factors in individual level include the misunderstanding, lack of trust, own benefit threat feeling, uncertainty, custom, etc.

How to manage these factors that may hinder the successful change of the organization. The active ways to gain organization members' support includes education, communication, participation and involvement. The passive ways to eliminate members' resistance include assistance, negotiation control, and coercion. (Kotter, Schlesinger, 1979). These methods are most effective in different situations therefore the superintendent must manage the organization change according to the situation, and use the combination of suitable methods to implement the change, Kotter's 8 Step Change Model can be used as a good framework (Kotter, 1994):

- 1- Step One: Create Urgency.
- 2- Step Two: Form a Powerful Coalition.
- 3- Step Three: Create a Vision for Change.
- 4- Step Four: Communicate the Vision.
- 5- Step Five: Remove Obstacles.
- 6- Step Six: Create Short-term Wins.
- 7- Step Seven: Build on the Change.

8- Step Eight: Anchor the Changes in Corporate Culture.

Why Does Organizational Change Fail?

According to Mckinsey investigation, only 38% interviewees think their company's organization change has successfully increased their work performance, and only 30% believe their organization change has achieved the organization's goal of long-term health. It is mainly because there are many factors that will affect the success or failure of organizational change. (Isern, Pung, 2007).

The six most important factors include the insufficient readiness for change, lack of systematic plan for organization change, fast solution expectation, the focus of change activity instead of result, poor management in change process, and mismatch between change plan and organization context. (Yang, et al, 2009). To achieve successful organizational change, all these factors have to be considered carefully.

Readiness for change refers to the degree of positive acceptance of the necessity of change, and the positive attitude toward the effect of change on self and the organization. (Armenakis, et al, 1993). The higher the preparation, the higher the acceptance and executive power of the member shall be. The lower the preparation, the higher the resistance to change, and the higher the probability of organization change to fail will be. Another common reason for organizational change to fail is that many organizations do not take the systematic viewpoint to make a holistic plan for organizational change. For example, the attempt to make change through education only, and to overlook other factors that may affect employee's behavior such as organizational system, structure, culture, etc. Moreover, some organization applies the identical changes plans to all departments and individuals without considering their differences. The fast solution expectation is another error organization makes. They often assume introducing a set of organizational changes can solve all the problems, and recruiting an outside consultant can assist on everything. With this expectation, the organization will depend on the consultant too much, and invest too little, and will end the change plan too early if the achievement does not meet their expectation. In addition, when planning the organizational change, members often take the change activity too seriously, but neglect the change goal itself. Thus, members participate in the activity vigorously, but the achievement is actually very limited. Poor management in change process is another commonly made mistake. Many factors have to be considered and attended to in the unfreezing, moving or freezing stages. Overlook certain factors

many lead to total failure of the organizational change. Finally, the match between change plan and organizational context may also play a significant role in the success or failure of organizational change. Organizational change is to establish new pattern of thinking and behavior. When the new pattern conflicts with the old ones, the oversized resistance tends to cause the plan to fail. Therefore, in designing a change plan, the organizational context must be incorporated. (Jeaw, et al, 2013).

Organizational Readiness for Change:

Achieving and sustaining effective organizational change and renewal is an imperative. The people in organizations can be either the key to achieving effective change, or the biggest obstacles to success.

The price of failed change efforts can be high, including widespread loss of credibility on the part of leaders and managers and entrenchment of employee opposition to future change efforts. Managers attempting to achieve organizational change will be well served by paying attention to the need to create readiness for change, this at both the individual employee and whole-of-organization level and the ways in which this may be achieved. (Smith, 2005,p.411).

In order to enhance employees' acceptance of change, readiness must be created from the initial preparation stage. Readiness consists of both state and process. The readiness state is influenced by the beliefs that proposed change is needed, significant and sufficiently supported by the environment in which it will take place. As a process, readiness involves recognizing a need for change, comparing the costs and benefits of change and planning for the change. (Dalton, Gottlieb, 2003).

Change processes involve three phases: preparation for change, adoption of change and institutionalization of change by embedding new modifications into the organizational norms (Armenakis, Bedeian, 1999, p.293).

Change readiness is the most prevalent positive attitude toward change that has been studied in the organizational change literatures. Indeed, in a review of the literature concluded that over 90% of conceptual work on change attitudes has been conducted on either change readiness or resistance to change. (Bouckenooghe, 2010).

Change Readiness Definition:

Organizational readiness for change is a multi-level construct. Readiness can be more or less present at the individual, group, unit, department, or organizational level. Readiness can be theorized, assessed, and studied at any of these levels of analysis. However, organizational readiness for change is not a homologous multi-level construct. That is, the construct's meaning, measurement, and relationships with other variables differ across levels of analysis. (Bryan J Weiner, 2009).

The concept of readiness is expanded to include the process of becoming ready and the outcomes associated with readiness for change. The process of readiness for change consists of an appraisal phase and a planning phase. (Dalton, 1998).

On organizational level, Organizational readiness for change refers to organizational members change commitment and self efficacy to implement organizational change”. (Weiner, 2009, p. 68).

On individual level, the individual readiness has been defined as, an individual’s “beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization’s capacity to successfully undertake those changes”. (Armenakis et al., 2002).

Also defined as the notion of readiness for change can be defined as the extent to which employees hold positive views about the need for organizational change (i.e., change acceptance), as well as the extent to which employees believe that such changes are likely to have positive implications for themselves and the wider organization. (Jones, et al, 2005, p. 362).

Readiness for Change Importance:

It is people who make up organizations and it is they who are the real source of and vehicle for change. They are the ones who will either embrace or resist change. If organizational change is to take hold and succeed then organizations and the people who work in them must be readied for such transformation. The following lines clarify the importance of change readiness and the required consideration to achieve the readiness:

- 1- Change readiness is not automatic and it cannot be assumed. A failure to assess organizational and individual change readiness may result in managers spending significant time and energy dealing with resistance to change.

- 2- By creating change readiness before attempts at organizational change begin the need for later action to cope with resistance may be largely avoided.
- 3- An investment in developing change readiness at both an individual and whole of organization level can achieve a double benefit. Positive energy goes into creating preparedness for the changes and, in turn, there can be a significant reduction in the need for management of resistance once organizational revival is underway.

If change readiness is important, how then might this best be accomplished? These key steps are salient:

- 1- Creating a sense of need and urgency for change;
- 2- Communicating the change message and ensuring participation and involvement in the change process; and
- 3- Providing anchoring points and a base for the achievement of change.

Many change efforts founder on the fact that not enough people in the organization perceive and/or accept the need for change. Creating a felt need for change is thus an important first step. **(Smith, 2005, p.408).**

The analysis and understanding of organizational change, describe the “unfreezing” of an organization as a key phase in organizational renewal and a critical first step towards achieving change. To achieve this first step Lewin advocated bringing about a deliberate “emotional stir up” in order to “break open the shell of complacency and self righteousness” in organizations. **(Lewin, 1951, p. 229).**

While much of Lewin’s theory, particularly on the “refreezing” of organizational culture in the wake of change, has been overtaken by later thinking and experience this core notion of the need to break the status quo and to encourage people to perceive and embrace the need for change is still valid. Without a sufficient level of dissatisfaction with the current state of things, and a concomitant desire for change to a new order, efforts to achieve organizational change may be doomed to founder. **(Smith, 2005, p.409).**

Similarly a research argues that the vital first step towards achieving successful organizational change is the creation of a sense of urgency and a need for change. **(Kotter, 1995).**

Understanding the Change Readiness Concept:

Change processes involve three phases, preparation for change, adoption of change and institutionalization of change by embedding new modifications into the organizational norms. (Armenakis, Bedeian, 1999, p.215). In order to enhance employees' acceptance of change, readiness must be created from the initial preparation stage.

The readiness state is influenced by the beliefs that proposed change is needed, significant and sufficiently supported by the environment in which it will take place. As a process, readiness involves recognizing a need for change, comparing the costs and benefits of change and planning for the change.(Fariza, et al, 2012).

Personal change readiness elements encompass motivation, competence and personality attributes. On the other hand, organizational-based elements include institutional resources, culture, climate, financial resources and technology utilization (Weiner, 2009).

On individual level, personal beliefs and behaviors play a vital role in organizational change, thus requiring an understanding of the cognitive and emotional processes that occur during the change. (Walinga, 2008). These individual beliefs and behaviors must also be effectively aligned to, and supported by, organizational structure, climate and culture to enable successful change implementation. (Armenakis et al., 2007). For this reason, readiness is created through nurturing the willingness and ability of individuals in the organization to move into a new state resulting from the change event, and is supported by the appropriate conditions in the organization to enhance readiness for the change.

An individual's willingness to change could result from his or her cognition about the need, appropriateness and benefits of change that mould the beliefs for the change (Rafferty, Simons, 2006). As these beliefs grow in an individual, whose effort might be dependent on others, the willingness to change could also be influenced by co-workers' actions. Hence, besides evolving at the individual level, the beliefs about change should also be seen as collective attitudes or intentions of the organization's members. Moreover, capability to change depends on the individuals', as well as the organizations', ability to carry out the changes. This capability includes sufficient financial, human and information resources to craft members' readiness for pursuing new ideas or programs. It also

represents the conditions within the organization and its members as they embark on the change. (Fariza, et al, 2012).

Assessing Readiness for Change:

If readiness for change is important then two should be an assessment of whether such a state exists. One simple assessment method involves three basic steps. The first step is compilation of a list of all the major activities that are underway and which compete for budget, staff time and attention. Second, comes an estimation of the level of effort which each of these activities will require; this compared with an estimation of the level of effort that will be required by the particular change project which is under consideration. Finally, these factors are put together to enable consideration of the overall load on the organization and its capability to take on the additional effort imposed by any planned changes. If an honest assessment using this method predicts less than an 85 per cent chance of success then proceeding with change is risky. (Palmer, 2004, p.35).

A somewhat more structured approach, using methods which may be applied either singly or in combination and which can be tailored by organizations to suit their particular needs. The key elements in this framework include auditing the thoroughness of communication about the why, when and how of change; observing the behavior of employees in order to gain indications of likely reactions to change; directly soliciting employee reaction via interviews and group discussions; and applying structured survey methods to assess organizational change readiness. (Armenakis, Harris, 2002, p.169).

There is a high risk of failure if individual and organizational readiness for change is inadequate. Whichever assessment approach is adopted, some form of evaluation of an organization's actual and current capacity to achieve change is well worth the effort before commencement of any major organizational change initiative. Assessing overall change readiness before any attempt to implement change begins is a good investment that can either reveal a path to success or warn of problems that may derail attempts at achieving change. It has become a cliché to say that organizations change. Equally common is the assumption that people will resist change. However, the notion that people unequivocally resist change is ill founded. People do not necessarily resist change out of hand. For example, individuals rarely reject change that has obvious personal benefits. While there are exceptions, we rarely turn down a pay raise or a promotion. We actively pursue a new

job, even though success in finding that job will create change in our lives. (Smith, 2005, p.410).

Organizational Commitment:

An effective organization will create the environment of commitment and satisfaction for the workers within the sphere of its influence. This will change the minds of the employees while working with the organization and new employees will also change themselves according to the values of that organization. (Adeyinka, Ayeni, 2007).

Committed workforce is the need of every organization in today's competitive corporate environment of the world. Organizations are spending huge amount of resources to get the committed workforce and to retain them with the organizations. However management styles in the organization also affects the commitment of the workforce. (Buchanan, 2013).

Commitment is a central concept in psychology. (Cooper, Viswesvaran, 2005, p.241).

Organizational Commitment Definition:

Organizational commitment is viewed as more stable than satisfaction. Commitment is also related to job involvement and the level of job involvement that an individual has. (Redmond's, 2011).

Commitment is defined as a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization. Organizational commitment is related to job satisfaction in that both deal with the nature of workers' emotional reactions to work. However, commitment can be applied to the entire organization, whereas satisfaction is applied to the specific job an employee has. (Allen, Meyer, 1996).

Organizational commitment is defined as the degree of an individual's relations and experiences as a sense of loyalty toward one's organization. In addition to loyalty, organizational commitment encompasses an individual's willingness to extend effort in order to further an organizations goals and the degree of alignment the organization has with the goals and values of the individual. (Mowday, et al, 1982).

The Importance of Commitment:

The concept of commitment plays an important role in HRM philosophy. As has been suggested, HRM policies are designed to ‘maximize organizational integration, employee commitment, flexibility and quality of work’. Many researchers have acknowledged that committed workforce performs better. (Guest, 2001).

Work commitment is an extremely important topic for organizations to understand. The level to which an employee engages in his or her work (job involvement), commits to and believes in the organization's goals and purpose (organizational commitment), desires to work (work ethic), and commits to a specific career or profession can all have an impact on an organization. In today's economy, where organizations are expected to do more with less resources (i.e., people and money); it is extremely important for organizations to retain their highly productive employees. "Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages - including higher productivity and lower employee turnover". (Vance, 2006, p. 1).

Organizational Commitment Dimensions:

Commitment refers to attachment and loyalty. It is associated with the feelings of individuals about their organization. Commitment is the relative strength of the individual's identification with, and involvement in, a particular organization. (Porter et al, 2009).

Last five decades research carried out by both academicians and practitioners alike reflects importance of organizational commitment for organizations. Organizational commitment has been extensively studied because of its linkages with performance (Benkhalf, 1997). Three characteristics of commitment has been identified:

1. A strong desire to remain a member of the organization.
2. A strong belief in, and acceptance of, the values and goals of the organization.
3. A readiness to exert considerable effort on behalf of the organization. (Mowday et al, 1982).

An alternative, although closely related, definition of commitment emphasizes the importance of behavior in creating commitment. ‘Commitment is a state of being in which an individual becomes bound by his actions to beliefs that sustain his activities and his own

involvement.' Three features of behavior are important in binding individuals to their acts: the visibility of the acts, the extent to which the outcomes are irrevocable, and the degree to which the person undertakes the action voluntarily. (Salancik, 1977).

Researchers categorized organizational commitment into three components. Effective commitment is a desire by the employee to be a member of the organization after getting comfort, personal competence and his experience. Then there is continuance commitment, under which the employees want to remain in the organization, keeping in mind the cost of leaving. Then comes normative commitment which comes from loyalty of the employee with the organization. If these forces are high then employee is considered more committed with the organization. (Meyer, Allen, 1991).

As noted by Kochan and Dyer (1993), the factors affecting the level of commitment in what researchers call 'mutual commitment firms' are as follows:

- 1- Strategic level: Supportive business strategies, top management value commitment and effective voice for HR in strategy making and governance.
- 2- Functional (human resource policy) level: Staffing based on employment stabilization, investment in training and development and contingent compensation that reinforces cooperation, participation and contribution.
- 3- Workplace level: Selection based on high standards, broad task design and teamwork, employee involvement in problem solving and a climate of cooperation and trust.

The Impacts of Organizational Changes on Employees' Commitment:

In periods of radical changes such as mergers, acquisitions and downsizing, employees may feel that their attachment (commitment) to the organization has changed, usually decreased. The main reasons leading to decreased commitment during this organization transition are:

- 1- Job insecurity: It occurs only in the cases of involuntary job loss . Some authors conceptualize job insecurity as "the perception of a potential threat to continuity". Since the basic characteristic of mergers, acquisitions and downsizing is threat to continuity and involuntary job loss; these changes lead to job insecurity. There is no doubt that job insecurity affects the work performances. But many authors have found different evidences. Some of them have found that a moderate amount of job

insecurity leads to increased work performances, but some of them have found that job insecurity leads to decreased work performances. (Joil, 1992).

In general, it may be concluded that in the case of high job insecurity employees commitment will decrease, especially its affective component. But researchers assumed that continuance component could have an increasing tendency to some level, before it starts decreasing as job insecurity becomes more threatening.

- 2- Decreased trust: The role and importance of trust in employee and employer relationship have been recognized in management literature. It was found that trust has a significant association with effectiveness, quality of organizational communication, team work, performances, etc. Trust is based on the psychological contract and on the ethical behavior of management. Radical organizational changes associated with layoffs or breaking psychological contracts often lead to a sense of unethical management behavior. The psychological contract held by an employee consists of beliefs about the reciprocal obligations between the employee and his or her organization. Employees assume if they work hard enough and express high performances, their jobs will be safe. But corporate restructuring during 1980s and 1990s has changed this traditional employee/employer relationship. (Noer, 1993, p.158). The basic dimension of a new employment contract is that the employment relationship is situational. This means that no one has a lifetime job. The employees assume this new contract as violation of the old psychological employment contract, which usually leads to reduced commitment to the organizations. Also, the employees may express decreased trust in management when they consider management behavior as unethical. Until the early 1980s most managers balanced the interests of the various stakeholders. But in the nineties, it became obvious that managers put in the first place the interests of the shareholders. The explanation could be that management suffered significant pressure from shareholders who expected high returns on their investments. Consequently, the management often implies massive layoffs in order to reduce costs and improve profits. But, beside shareholders, the organizations' stakeholders are employees, society, etc. The greater degree of trust that the employee experience, the greater individual sense of violation will be. Therefore, those to be most affected are those who are most emotionally committed to their employers. (Terrence, Kennedy, 1999, p.44).

- 3- Job redesign: A significant concern of many employees during radical changes is their inability to absorb and cope with increased workloads. The employees are concerned if their job characteristics will change too much. The changes could be quantitative or qualitative. Quantitative changes imply increase in work while qualitative ones imply changes in tasks. Employees often perceive this new environment as more threatening rather than filled with opportunities. The employees, who lack the ability to cope with their new tasks, are more likely to respond negatively to such radical changes. Consequently, they are likely to express less commitment to their organizations.
- 4- Increased stress: Radical organizational changes often lead to increased stress which consequently leads to reduced commitment. Stress is primarily caused by uncertainty or the inability to adapt to the new work situation. It has been widely documented that during downsizing, for instance, the best performers, who are essential for the continuation of the organization, often leave voluntarily. Consequently, crucial skills disappear if organizational memory is disrupted or completely lost. Also, clinical observation of the victims of downsizing attests that their experiences of loss signify that downsizing is an extremely traumatic event. (Burke, Cooper, 2000, p.136). The symptoms of stress are different. Employees may express, for instance: passive, aggressive or resigning behaviors. Employees who see organizational changes as extremely traumatic events go through several stages in which they express different feelings: denial, anger, bargaining, depression and acceptance. It is obvious that stress caused by radical organizational changes mostly leads to decreased morale, motivation and commitment to the organization. (Noer, 1993, p.131).

Managing Employees Organizational Commitment:

Employees' commitment is a valuable and intangible asset which can produce very tangible results. It is therefore important for management to build and manage employees' commitment, especially after radical organizational changes. Since there are different types of commitment it is important to build the right one.

Empirical evidence shows that affective commitment is strongly related to the results that organizations value the most. So, the management should implement policies

which will increase this type of commitment. These policies could be divided into two groups:

- 1- Short-term policies leading to increased affective commitment are:
 - a) Treating the employee with respect and consideration; employees must feel that they are valued and appreciated,
 - b) Organizations are to be customer-oriented; employees tend to identify with an organization that respects them as well as its customers,
 - c) Management must clearly define the job and responsibilities of employees; supervisors must precisely communicate to their employees what has to be done and what their expectations are,
 - d) Designing stimulating jobs; a task that allows employees to use their skills, professional knowledge and judgment, offers job enrichment and employee autonomy. This significantly contributes to increasing organizational commitment,
 - e) Providing high quality information to employees about company's plans and activities; this is extremely important during periods when the company is experiencing a crisis since, at that time, employees feel insecure and uncertain about the future.
- 2- Long-term policies leading to increased affective commitment are human resources management practices which are valid for a long period of time. These practices are:
 - a) Recruitment and selection: Recruitment strategies may be designed to influence the desirable type of commitment. Organizations may provide practical job previews that describe both positive and negative aspects of the job. When organizations provide such information, applicants are better able to determine whether the job will meet their specific needs.
 - b) Socialization and training: Providing a supportive environment tends to be a very effective strategy for strong sense of employees' commitment. Training, otherwise, might lead to different forms of commitment. Employees who receive training might perceive that the organization values them as individuals and therefore develop a stronger affective commitment. The same training could lead to the development of continuance commitment if it provides specific skills which are valuable only to that organization.

- c) Assessment and promotion: The perception of fairness in the assessment and promotion process are also very important. Affective commitment is likely to decrease when an employee perceives assessment and procedures as unfair.
- d) Compensation and benefits: Compensation and benefit packages may be viewed in two different ways. If the employees view a compensation and benefits package from a purely financial view point, then continuance commitment may increase. If however, the employees perceive the organization as one that is fair in rewarding its employees, then affective commitment is likely to increase. (Emmanuel, 2002, p.22).

Managers and Their Role in Implementing New HR System:

Researchers in their study of employee involvement identified difficulties experienced by middle managers, many of whom felt ill-equipped by training or experience to be effective in roles which had changed; many felt disempowered, uninvolved and distrusting of their senior management. (O'Creevey, Nicholson, 1994). A study found that supervisory resistance was due not only to the reasons cited above but also to work overload, conflicting priorities and the absence of explicit rewards linked to their role in change. (Marchington, et al., 1993).

Researchers have a very limited understanding of the way that managers interpret change and that this should provide an important qualification to our willingness to prescribe change management strategies, since a manager's capacity to "manage meaning" for others is clearly dependent on her or his own interpretations (Mabey, Salaman, 1995, p.77).

A manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. A manager is responsible for planning, directing, monitoring and controlling the people and their work. (Armstrong, 2009).

Many writers in the field of HRM stress a pivotal role for the line or middle manager during change implementation. Carrying out a wider number of functions which are devolved from senior levels or other departments. Under HRM line managers are centrally responsible for devising and driving an integrated business management and people management strategy. (Storey, 1992, p. 31).

Managers are concerned with the operational aspects of implementing strategy which is often decided without their input, but they grasp the reasoning that affects strategic decision making. This responsibility brings with it a considerable interpretative role which is influenced by the self perceived role of middle managers to make actionable strategies and plans made at higher levels and in some instances from national governments and professional bodies, which can in themselves be a source of frustration. (Stewart et al. 1994).

Managers can be viewed as both the purveyors of change and the recipients of change .(Staeble, Schirmer, 1992).

The main task of the change manager is to assist staff in making the change. The change should be user-friendly, gentle with as few teething problems as possible. The whole process needs to be planned and executed with a minimum of fuss and hopefully a seamless continuation of the work load of all concerned. Sometimes a project itself will encounter difficulties or a situation where change will be required. So within the project team, the change manager will understand what is required and then arrange for project members to be guided through the transition to the new state, the changed situation. Change can take a number of different forms. There can be a change in strategy, in operation, in goals, in mission, in behavior and in the technology being used. A change manager is not necessarily an expert in any of these specific areas but needs to understand the basics of the change, why it is being recommended and most importantly, who will be affected by the change. Then the change manager creates a process whereby those who need to change are assisted to make the move. Throughout this entire process the running of the business should continue with as little interruption as possible, well at least continue to operate as smoothly as possible. The change manager has now become an essential part of many organizations. The work of the change manager is now a science with many research projects examining the role and its importance. It is a multidisciplinary role taking into account financial management, leadership strategy, performance indicators and human behavior as just some of its components. A talented and experienced change manager will be able to mount a case for the business benefits of a proposed change, will be an effective communicator in informing all affected staff of the proposed change, have people skills to deal with staff who oppose the proposed change and act as counselor and adviser to those who feel hard done by when the change is put into effect. A change manager has teaching skills being able to discuss details of the proposed change and instruct staff on the impact

which will result. And finally the change manager will be a reporter, a person who can monitor the results of the change and report this information to those in leadership positions. With the potential cost benefits of proposed changes, the change manager has a highly responsible and influential position within the company. (Armstrong, 2009).

Section Three: International Committee of the Red Cross

Introduction:

The research targets the ICRC head of department (manager) that are responsible for implementing the new HR system. The implementation of the new system will be inside the field offices of the ICRC around the world as designed by the steering committee at the H.Q. in Geneva.

The research will be applied on the ICRC Field office in (Tel Aviv, Jerusalem, Westbank & Gaza). And the measurements will be applied on field managers in this area as it can reflect the full image of other delegations in other places. Especially those managers at ICRC are still mobile staff and they rotate on all the other offices within one year to one and half of the year, while the implementation stage will take around four years starting from 2012.

The International Committee of the Red Cross (ICRC):

The ICRC, established in 1863, works worldwide to provide humanitarian help for people affected by conflict and armed violence and to promote the laws that protect victims of war. An independent and neutral organization, its mandate stems essentially from the Geneva Conventions of 1949. Based in Geneva, Switzerland, it employs some 12,000 people in 80 countries; it is financed mainly by voluntary donations from governments and from national Red Cross and Red Crescent societies. The ICRC was founded as a result of the work of Henry Dunant, a Swiss, at the battle of Solferino (1859), where thousands of wounded French, Austrian and Italian soldiers were left without adequate medical care. Dunant's book – *A Memory of Solferino* (1862) – led to the adoption of the first Geneva Convention (1864), laying out rules to protect wounded soldiers and medics, and to the creation of relief societies in each country. These bodies became known as Red Cross Societies, referring to the universal emblem adopted to identify and protect medical units. (The red crescent emblem was introduced in the 1880s). Since its foundation, the ICRC has played a humanitarian role in most of the conflicts that have taken place around the world. It has continuously worked to persuade States to expand the legal protection of war victims, to limit suffering.

The ICRC, the national societies and their International Federation form the International Red Cross and Red Crescent Movement. In situations of armed conflict the

ICRC coordinates the response by its Movement partners. The ICRC has a permanent international mandate for its work. This derives from the 1949 Geneva Conventions – agreed to by every State in the world – and from the Statutes of the Movement. However, the ICRC remains a private organisation governed by Swiss law and strictly independent in its governance and operational decisions. The Committee itself consists of up to 25 co-opted members, all Swiss. The ICRC's work respects the Movement's fundamental principles, notably those of neutrality, impartiality and independence. The ICRC's annual budget in recent years has been in the region of one billion Swiss francs. Its principal donors are governments, regional organisations, national Red Cross and Red Crescent societies, municipal authorities, the private sector and members of the public. National societies also make an important contribution in terms of specialized personnel. (<http://www.icrc.org>)

ICRC's Mission Statement:

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

The legal bases of any action undertaken by the ICRC are as follows:

- a) The four Geneva Conventions and Additional Protocol I confer on the ICRC a specific mandate to act in the event of international armed conflict. In particular, the ICRC has the right to visit prisoners of war and civilian internees. The Conventions also give the ICRC a broad right of initiative.
- b) In non-international armed conflicts, the ICRC enjoys a right of humanitarian initiative recognized by the international community and enshrined in Article 3 common to the four Geneva Conventions.
- c) In the event of internal disturbances and tensions, and in any other situation that warrants humanitarian action, the ICRC also enjoys a right of initiative, which is recognized in the Statutes of the International Red Cross and Red Crescent Movement. Thus, wherever international humanitarian law does not apply, the

ICRC may offer its services to governments without that offer constituting interference in the internal affairs of the State concerned.(<http://www.icrc.org>)

ICRC Decision Making Structure:

The ICRC is governed by an Assembly, an Assembly Council (a subsidiary body with certain delegated powers) and a Directorate (the executive body). Both the Assembly, with up to 25 co-opted members of Swiss nationality, and the Assembly Council are chaired by Peter Maurer, who has been President of the ICRC since 1 July 2012. He is assisted by two Vice-Presidents, Olivier Vodoz and Christine Beerli.

The Directorate, with five members, is chaired by the Director-General, Mr. Yves Daccord.(<http://www.icrc.org>)

The ICRC in the Occupied Territories (IL/OT):

The ICRC started work in Israel and the occupied territories in 1948, following the first Israeli-Arab conflict. Its presence became permanent in the aftermath of the 1967 war. The ICRC repeatedly reminds Israel of its obligations under IHL towards the population living under occupation, through bilateral and confidential dialogue. The organization focuses on the protection of civilians and the welfare of detainees held in Israeli and Palestinian places of detention, and helps the most needy. The ICRC supports the Palestine Red Crescent Society and the Magen David Adom (the Israeli National Society).(<http://www.icrc.org>).

People Management Program (PMP):

The ICRC's work respects the Movement's fundamental principles, notably those of neutrality, impartiality and independence. The ICRC's annual budget in recent years has been in the region of one billion Swiss francs. Its principal donors are governments, regional organisations, national Red Cross and Red Crescent societies, municipal authorities, the private sector and members of the public. National societies also make an important contribution in terms of specialized personnel. ICRC accounts are explained every year in the annual report. More than 1,400 specialized staff and generalists are currently on field missions for the ICRC across the globe. They work with some 11,000 local employees, supported and coordinated by around 800 staff at its Geneva headquarters. Expatriate staff members can be from countries anywhere in world; the ICRC is an equal opportunities employer. The ICRC administers various special funds and

awards for national societies, to help their work, or to Red Cross workers, either in recognition of their service or to provide practical assistance in case of hardship. The ICRC's 13,000 staff members are its strongest asset; their contributions are crucial for fulfilling its mission and achieving the ambitions outlined in the ICRC Strategy 2011 – 2014. Yet the scope and pace of change in its working environment have made it difficult for the ICRC to maintain its high people management standards with existing systems and processes. The organization has reached a point where it must adapt its people management approach, in order to continue to attract, develop, and retain the staff it needs to perform effectively. This strategy defines how ICRC employees, managers, and the Human Resources Department will work together to make the most of the broad range skills and experience available within the organization's workforce, in support of operational objectives. It sets out a blueprint for people management at the ICRC today, recognizing that strategic choices made in terms of people management will permit the organization to ensure the continuing relevance and effectiveness of its operational response. People management issues have long been a priority for the ICRC. Over the past 15 years, the institution has undertaken numerous initiatives to strengthen different aspects of its people management practice, in line with strategic choices it has made. This strategy seeks to build upon the positive outcomes of such initiatives and to formalize certain good practices that have emerged. At the same time, it seeks to remedy a number of identified shortcomings. This strategy aims to reinforce the ICRC's many strengths. The purely humanitarian and impartial nature of the organization's work, its neutral intermediary role, and its contribution to ensuring the faithful application of international humanitarian law (IHL), as enshrined in the Geneva Conventions, must underpin its people management approach. People management choices must be consistent with the ICRC's identity and overarching purpose. They should enable the ICRC to capitalize on the dedication and professionalism of its staff members, thus tapping into their full potential and reinforcing the organization's solid reputation. People management choices should also accentuate many of the hallmarks of the ICRC's operational response today: its proximity to people affected by armed conflicts and other situations of violence, its multidisciplinary approach, its rapidity, its flexibility, and its cohesive teams. In addition, they should safeguard the organization's capacity to adapt to new challenges. (ICRC-People Management Steering Committee, 2010).

Chapter Three

Previous Studies

- Introduction.
- Palestinian Studies.
- Arabic Studies.
- Foreign Studies.
- General Commentary on Reviewed Studies.

Introduction:

The following studies have direct relationship to this research, matching its purpose and objectives, and they helped in setting its dimensions taking into consideration its local application and cultural differences.

A number of studies and articles published in different journals that discussed change management, readiness and commitment to change. These studies were reviewed to familiarize the topic of readiness toward organizational change, to demonstrate the originality of this research, and to reveal the gap it will fill in the organizational change research.

From traditional to online libraries, the researcher has reached a series of studies related to the subject of the current research directly or indirectly, of total 32 studies, were in the local community reached six studies, seven from Regional studies and nineteen from foreign studies have been arranged chronologically from newest to oldest

Local Studies:

1- Sameer Abu-Eisheh, Sami Sadder (2013): "The strategic planning of human resources in the Palestinian academic institutes".

This research aimed to focus on addressing the subject of human resources strategic planning in the Palestinian universities. The research was centralized on questions such as: “is there a systematic approach for human resources strategic planning at the Palestinian universities?” and “to which extent this approach is implemented in all levels of human resources in these universities?.

The research has benefited from the international experience and the conducted environmental analysis to prepare the framework of the strategic human resources plan for the human resources at An-Najah National University to be implemented during the period from 2012-2015.

Research Results:

- d) The results of the research showed that Strategic Human Resources Planning is not commonly practiced at the Palestinian universities.
- e) It was found that strategic human resources planning is not considered systematically at the Palestinian universities in order to achieve excellence through

people and meet quality specifications that are requested by local, regional and international standards.

Research Recommendations:

- a) This research recommends that all Palestinian universities whether they are public, private or governmental, should give the human resources strategic planning the needed importance in order to resolve the problems of higher education in terms of human resources.
- b) The research suggests that every university should establish a unit or a section for strategic human resources planning in order to maintain sustainability of its qualified human resources.
- c) All officials and employees of the HR departments should participate in preparing, reviewing and approving the human resources strategic plan.

2- Majed M. El-Farra, Mohammed B. Badawi (2012): "Employee attitudes toward organizational change in the Coastal Municipalities Water Utility in the Gaza Strip".

This paper aims to identify employee attitudes toward organizational change in the Coastal Municipalities Water Utility in the Gaza Strip and factors affecting these attitudes. The study used descriptive and analytical methods to investigate the phenomena. The study population includes all the Coastal Municipalities Water Utility employees. The population number was 128. A semi-comprehensive survey was used.

Research Results:

- a) The study concluded that employee attitudes toward organizational change were positive but weak; this could elicit some supportive behaviors.
- b) Change benefits all employees and would increase work efficiency, but they do not see themselves or their departments as contributors to this improvement.
- c) In addition, Employees hold moderate positive emotions of happiness, excitement, relief, and hope due to change.
- d) Moreover, employees hold moderate intentions to support the change passively by complying with, and showing acceptance of change.

Research Recommendations:

- a) Change message should communicate five key components: self-efficacy that builds confidence, principal support which suggests that key organizational members are committed to the successful implementation of the change, discrepancy which reveals a gap between the current and ideal state, appropriateness which attempts to convince organizational members that change is the correct reaction to the discrepancy, and personal valence which clarifies the intrinsic and extrinsic benefits of the change.
- b) Top management is also recommended to improve its support to change by encouraging employees to embrace change, exerting all possible support, and show senior managers commitment to change.
- c) As a personal extension of the organization, supervisors are recommended to show employees that the utility values their contribution.

3- Hellis (2012): "Change Management role in strengthening the organizational commitment to staff, a case study on the Municipality of Gaza".

This study aims at identifying the role of changing management of focusing on commitment of arrangement for Gaza municipality employees. The researcher used the analytic and descriptive theory and used a questionnaire for collecting primary data. The area of study has 253 employees of managerial and supervisory jobs. The area of study is divided up into four sections; they are head of branch, head of department, deputy manager and manager.

Research Results:

- a) The procedures and systems that are used in administration do not ease the way of making change as required and that is due to traditional commitment of procedures and lack of authorization in addition of having bureaucracy.
- b) The municipality needs more development in that system especially to develop and give training to employees that will benefit from this kind of development.
- c) Low morale among workers because of the absence of moral and physical stimulation for workers and lack of appreciation of the administration of that effort by workers.

Research Recommendations:

- a) Depending on experts to prepare organized systems and change must happen on the basis of solution requirements.
- b) Supporting the need of democracy of management and authorization and using the way of goals in management.
- c) Focusing on active training of employees and having a unit of training and development in the municipality in order to develop skills of employees and increasing their level of knowledge and experience.

4- Obaid (2009): " The reality of change management in Palestinian Ministry of Health and its impact on the employees' performance through case study in Al- Shifa medical complex".

This study aimed to identify the reality of change management regarding three fields of change: structural change, technology change and individuals change. The study used a questionnaire with a sample of 300 employees from Al-Shifa medical complex in the Gaza Strip.

Research Results:

- a) The study found that the structural change was not clear because it served personal interests of a particular group, and there was ambiguity in the lines of authority and the responsibilities that led to overlap in the responsibilities.
- b) The change in technology was not clear and did not reduce the effort and the time for tasks accomplishment, or the speed of achievement.
- c) The study found positive relation between the change fields in (the organizational structure, technology, and the members) and the employees' performance.

Research Recommendations:

- a) The study recommended that structural change should be planned and implemented according to work needs.
- b) Moreover, the study recommended top management to support employees and show interest of human relations.

5- Al-Reqib (2008): "The reality of change management in the ministries of the Palestinian Authority in the Gaza Strip".

This study aimed to identify the effectiveness of change management. The study used variables of organizational structure, financial and technical capacity, human resources, reaction with the external environment, and technological development to study their relations to the effective change management. The study targeted the administrative levels of the Palestinian Authority ministries in the Gaza Strip. A questionnaire with a sample of 300 employees was used. The level of effectiveness of change management was operationalized as the mean of management practices regarding the above mentioned variables.

Research Results:

- a) The study found inadequate role of top management in the change process.
- b) Regarding change in the organizational structure, it was not compatible with the change in the strategies of ministries.
- c) Moreover, financial and technical capabilities did not fit the needs of change.
- d) The level of technology in the ministries did not contribute to the adoption of the change process.
- e) No plans were developed to enhance the employees' concepts concerning the administrative operations for change.

Research Recommendations:

- a) The study recommended ministries to identify visions toward the change process.
- b) It is important to involve different administrative levels in the preparation of the change plans, and to create essential changes in the organizational structure that contribute to the achievement of the change process.

6- Marzouq (2006): "The Effectiveness of the organizational development and change management requirements in the Palestinian non-governmental organizations".

This research tackled an analytical study of the efficiency of the organizational Development and change management requirements at the Palestinian None Governmental Organizations (NGO's) in the Gaza Strip. The problem of the study lies in the realization

of the influence of Organizational Development and Change Management Requirements at the Palestinian (NGO's) in the Gaza Strip.

A questionnaire was distributed as follows: two questionnaires for two members in the board of directors and to three administration personnel into each of the organization. Special criteria were developed to select the sample of study among those criteria; the employees of each organization should be no less than (30) and the budget should not be more than (\$280,000).

Research Results:

- a) The clearer the concept of change management is, the more ability the organization achieve the required skills of change management.
- b) There is a positive relationship between the strategic planning and the ability of the change management and organizational development.
- c) There is a positive relationship between the policy and the regulation and ability of the organization to achieve the requested change management and organizational development.
- d) The suitability of the organizational structure increases the possibility of achieving the requested change management and organizational development.

Research Recommendations:

- a) Adopting the strategic management and planned change methods, locating the internal and external environmental changes, and take advantage of opportunities and capabilities in achieving more success, growth and expand to the organization.
- b) It is important to consider the ongoing changes in a labor market, both in quality and quantity terms, due to the constant change in education, training and development structures and systems.
- c) Creating change in the attitudes and skills of the individuals is important, with the attempt to clarify the reasons for this change and its goals through training programs, lectures and holding conferences.

7- Khalil (2003): " Attitudes of employees toward Organizational change and factors affecting them at the establishments of the Palestinian National Authority in the Northern districts of the West Bank".

The study aimed at recognizing the attitudes of Palestinian public sector employees in the West Bank toward organizational change and factors affecting these attitudes. Further, it aimed at demonstrating any significant differences in these attitudes due to the demographic variables. The study used a questionnaire basically adapted from previous studies of Abu Hamdia study (1994) and Allozi study (1997) with a sample of 486 employees to evaluate attitudes toward technological, behavioral, and structural changes. Attitudes scale was from low, fair, to high attitudes

Research Results:

- a) The study found that the respondents have high attitudes toward technological and behavioral changes, and fair attitudes toward structural change.
- b) Respondents perceived that personal factors with a percentage of 73%, and informational factors with a percentage of 61% were the factors affecting their attitudes toward organizational change.
- c) There were significant differences in employees' attitudes toward organizational change due to demographic variables of position and academic qualifications.

Research Recommendations:

- a) The study recommended the ministries to use management by objectives for better employees' participation.
- b) To support both horizontal and vertical work relations, to develop employees and sharpen their skills by training sessions.
- c) To keep organizational norms that lead to employees satisfaction as a preliminary step toward organizational development, and to provide modern office supplies and equipment in order to enhance employee capabilities for better service.

Regional Studies:

1- Mohammad Alaya, (2012): "Problem solving method and change management in universities (Applied case - Jordan)".

The purpose of this study was to provide an over view of **TQM** (Problems solution method). It is a feasibility for higher education and academic libraries, and the results of its implementation by colleges and universities. The change management helps to control the success. A questionnaire was designed to measure the knowledge and perception of

academic library directors and dependent heads. Each college has a framework which strategically named planning which is concerned of the problem solving method.

Research Results:

- a) The frame work of this research of some established education theories and economies by using **T.Q.M.**, mainly problem solving method depends on **T.Q.M.** and implied in education fields.
- b) The changes happened due to some involvements during the applied process; therefore surely change management is needed.

Research Recommendations:

- a) An organization should encourage the changes of improvement and explore the environment a fruitful soil for successes.
- b) An organization should treat and deal with the changes of management, and stand against the resistant of change.
- c) The applied part appeared that most professors in universities are against the change sometimes if it against their benefits, also most of them have a little information about the problem solving method.

2- Rees, Al-Thakhri (2008): " Organizational Change Strategies In The Arab Region: A Review Of Critical Factors".

The main aim of this conceptual paper was to explore key contextual variables that impact upon the management of organizational change in the Arab region. The paper provides a critical review of some of the features of Arab culture that may impede the successful implementation of change.

Research Results:

- a) The study found that one of the most important factors leading subordinates to resist change in some Arab countries was the poor planning and implementation of change.
- b) The reviewed studies tended to show that there were other reasons and symptoms associated with resistance to organizational change. These include the following: 1) Managers being concerned about losing their position and power. 2) Staff members fearing the loss of their jobs. 3) Unclear change management objectives. 4) A lack

of trust in employees. 5) Ineffective communication between employees and change. 6) A lack of recognition of the need to change.

Research Recommendations:

- a) The successful implementation of change in Arab contexts requires strong support from senior management, especially those who have power position within the organizational structure.
- b) This review recommended researchers to explore three specific issues: first, the impact of Arab culture on the successful implementation of change; second, the readiness of people and organizations operating within the Arab region to accept western models of change; and third, to focus on change management approaches that are compatible with Arabic culture.

3- Majd T. Mrayyan, Rola Modallal, Khitam Awamreh, Maysoun Atoum, Muna Abdullah & Samah Suliman (2007): "Readiness of organizations for change, motivation and conflict-handling intentions: Senior nursing students' perceptions".

This study examined the perceptions of 62 senior nursing students of the readiness of Jordanian organizations for change, students' motivators and their conflict-handling intentions. Such concepts should be taught at Schools of Nursing in order to prepare the students as nurses in the near future.

Research Results:

- a) Most of students' responses about the readiness of organizations for change increased at the end of the course.
- b) Limited number of studies that conducted about the readiness for change and change management did not report any gender differences.
- c) The senior nursing students were motivated by "achievement".

Research Recommendations:

- a) The study recommended for more studies that correlate the readiness of organizations for change to levels of motivation and conflict.
- b) To detect any generational or trend differences, a longitudinal study should be considered to collect data from all students who will be enrolled in the "Nursing Leadership and Management" course.

- c) The scale of “readiness of organizations to change” has to be expanded; longer tools are usually more reliable.

4- Kareem (2006): "Organizational change: dimensions and strategies".

The study aimed at determining the fitness between organizational change plan and human resources requirements in the Algerian organizations, Algerian worker perception for organizational change, and demonstrating the contribution of organizational change in improving the status of the Algerian worker. The study used a questionnaire with workers from Sonal Gas Establishment.

Research Results:

- a) Respondents believed with a percent of (85%) that the communication system is essential in attaining the effectiveness of organizational change.
- b) Further they rated (90%) for the role of new organizing in implementing the effective organizational change. Relations with peers rate was (75%), and relations with supervisors rate was (55%).
- c) The majority of employees reported that employee's participation is the major criterion for organizational change success.

Research Recommendations:

- a) Based on this study in addition to previous studies, it is recommended that Algerian organizations, in general, should consider human resources requirements during planning for change.
- b) The study also concluded that, in the initial stages of organizational change, most employees should have enough perception about change requirements and the necessity of change.

5- Al Blawi (2005): "The staff's Attitudes towards the organizational change: A survey study on the staff in Civil Aviation in Jeddah".

This study aimed at identifying employee's attitudes about organizational change in the Saudi Civil Aviation Authority from a state owning an enterprise to a public corporation. The study used a questionnaire with 410 employees. This study focused on the cognitive dimension of employee's attitudes toward organizational change by assessing change necessity, appropriateness, and impact.

Research Results:

- a) Regarding change impact, the most important advantage expected by employees was raising salaries, while the most expected potential problem was early retirement.
- b) There were significant differences in employees' perceptions of change advantages due to demographic variables of age and scientific level.
- c) There were also significant differences in employees' perceptions of change problems due to demographic variables of age, work nature, and work experience.

Research Recommendations:

- a) The study recommended improving employees' salaries and benefits, negotiating retirement policies with employees.
- b) Incremental adoption of privatization, and studying the relation between organizational change and job satisfaction and organizational commitment were recommended.

6- Al Araji, Al Azzam (2003): " Managers attitudes towards organizational development in Jordan Telecom".

This study aimed to identify whether there were statistically significant differences in the trends of the employees in the upper levels of management and middle toward organizational change and organizational development, Jordanian telecommunications company, was chosen as a random sample amounted to 319 employees by 40.8%.

Research Results:

- a) There are no statistically significant differences in the direction towards organizational change generally attributed to personal variables.
- b) There are no statistically significant differences in the direction towards organizational development generally attributed to personal variables except for field goals and strategies, and tools and technological techniques, and leadership.

Research Recommendations:

- a) The need to emphasize the presence of leaders of administrative conscious and aware with high potentials and capabilities to supply the organization and management if asked to take decisions related to the organizational change.

- b) Organization should work to strengthen and activate the communication system and impart high flexibility and ease.
- c) The organization must rely on new more flexible organizational structures, as well as moving away from authoritarian structures, which tend to power and pinned down instead of openness facilitation, ease and flexibility that permeated the processes of change and development .

7- Yousef (2000): "Predictors of attitudes toward organizational change: Field study of public organizations in the United Arab Emirates".

The study aimed to investigate attitudes toward organizational change held by employees of public organizations in the United Arab Emirates along its three dimensions, to determine personality factors that significantly influence various dimensions of attitudes toward organizational change and the direction of these influences, and to demonstrate the influence of the organizational culture on various dimensions of attitudes toward organizational change. The study used a questionnaire with a sample of 474 employees.

Research Results:

- a) Results revealed a significant positive influence of university and postgraduate education, tenure, and organizational culture dimension of personal responsibility on employees cognitive attitudes toward organizational change.
- b) Further, the study found no significant influence of age, gender, occupation level, and other dimensions of organizational culture on any dimension of attitudes toward organizational change.

Research Recommendations:

- a) Results revealed a significant positive influence of university and postgraduate education.
- b) Also the results revealed a significant positive influence of organizational culture dimension of personal responsibility on employees' cognitive attitudes toward organizational change.

Foreign Studies:

1- Sefer Yilmaz , Huseyin Ozgen & Recai Akyel (2013): "The impact of change management on the attitudes of Turkish security managers towards change".

The main purpose of this study is to develop an understanding of how managerial methods can be used during the change process to direct employees' attitudes positively towards change. Paying requisite attention to the attitudes of employees towards change and careful selection of change management methods is considered critical for determining the ultimate success.

Research Results:

- a) Managerial methods used through the change process have significant effects on the attitudes of employees towards change.
- b) The predispositions of employees about the need for change and the perceptions of employees about the methods used during the change process affect directly the success of the organizational change.
- c) Informing employees regarding the change process, consulting them and providing their participation to the change process from the beginning to the end would affect the dispositions of employees positively towards change.

Research Recommendations:

- a) Findings suggest that the methods used, such as informing the employees about what is going on regarding change, consulting them and maintaining participation of the employees to the change process, have a positive impact on the attitudes of security managers towards change.
- b) Informing and consulting employees about the change from the outset of the process, the employees would probably commit themselves to change rather than resisting it.

2- John Edmonds (2011): "Managing successful change".

The purpose of this article is to help organizations understand the importance of managing organizational change in today's uncertain economic climate. How training in change management can help to provide a deeper knowledge of its principles and an understanding of how to implement and manage change in an organization.

Research Results:

- a) There is a correlation between the levels of change readiness and successful management of change.
- b) There is resistance to change in organizations, brought about largely by the fear of the unknown by people.
- c) Handled correctly, using known and tested change management techniques, change can be brought about successfully, achieving set goals and objectives and to budget.
- d) Change is bound to bring about different levels of energy and commitment as well as tensions and conflicts, but all these reactions are important sources of healthy change.

Research Recommendations:

- a) A conscious approach to getting ready for change leads to a greater probability of success.
- b) In reality, change cannot be wholly managed; it will emerge naturally once a strategy for change is in place. A business then has to develop the capability for change through establishing project management and stakeholder engagement, before leading the transition to change and finally realizing and managing the benefits.
- c) Clear goals and clear direction will lead to greater task accomplishment and increased motivation.
- d) As change actively involves people, it would seem natural to involve the HR function in any projects or initiatives.

3- Christopher J. Rees & Hasanah Johari (2010): " Senior managers' perceptions of the HRM function during times of strategic organizational change Case study evidence from a public sector banking institution in Malaysia".

The purpose of this paper is to explore the role played by the human resource management (HRM) function in strategic organizational change initiatives. The objectives of the paper are to assess the extent to which the HRM function is perceived by senior managers to have contributed to the strategic organizational change agenda during a period of rapid change, and identify major challenges HRM professionals face as facilitators of strategic change management initiatives in contexts of this nature.

The research objectives were addressed using literature-based evidence and primary interview data obtained from qualitative in-depth interviews with the directors and deputy directors of a public sector banking institution in Malaysia.

Research Results:

- a) Findings raise issues about the strategic focus, independence, credibility, and leadership strategies associated with the HR function's attempts to engage with strategic change initiatives.
- b) The findings also reveal the respondents' views about the extent to which HRM activities have or should have ethical, spiritual, and religious foci.

Research Recommendations:

This study revealed the senior managers' need to clarify HRM outcomes, that is:

- a) what is it that the HRM function is seeking to achieve and;
- b) How do these outcomes contribute to the performance of the organization.

4- Dennis G. Erwin & Andrew N. Garman (2010): "Resistance to organizational change: linking research".

The purpose of this paper is to study recently published research to identify findings that provide research-based guidance to organizational change agents and managers in addressing individual resistance to organizational change initiatives. The paper examines published research appearing in peer-reviewed journals since 1998 that focus on exploring individual resistance to organizational change.

Research Results:

- a) Individuals' understanding of change initiatives influences resistance along with their confidence in the success and their support of change.
- b) Inconsistencies in change messaging delivered and management behaviors provide justification to individuals for resistance.
- c) Individuals' perceptions of their participation in the change process influence their views of change, goal achievement, and resistance.
- d) The level of individuals' confidence in management's ability to lead effective change, and their perceptions of whether management is attempting to do what is

right for the organization along with management's underlying motivations influences skepticism, cynicism, and resistance to change.

- e) Employees with positive perceptions also believe they have been provided more information about change initiatives, more opportunities for participation, and experience more trust, and are less resistant.

Research Recommendations:

- a) The organization in change should be certain in organizational policies, goals, and management actions and behaviors are consistent with change initiatives.
- b) Provide meaningful information about the change to individuals, solicit their input and opinions, and encourage involvement in the decision making process.
- c) Developing confidence and trust is a long-term endeavor involving gaining buying to the value of change and the probability for success.

5- Naimatullah Shah (2009): "Relationships between employee readiness for organizational change, supervisor and peer relations and demography".

This paper aims to explore the relationships and predictive power of supervisor and peer relations along with demographic factors towards employee readiness for organizational change in a developing country. Employee attitudes and behaviors can be influenced through workplace factors, according to our literature review. A conceptual approach is developed in this paper which encompasses a number of factors, namely supervisor and peer relations and six demographic characteristics (i.e. gender, age range, marital status, present employment status, highest educational level, number of dependents, years in present job and years with present employer). This study demonstrates the impact of these factors on readiness for organizational change. Adopting a quantitative approach, this cross sectional study applies a self-administered survey questionnaire for data collection.

Research Results:

- a) The results showed positively significant correlations between scales, which confirm that employees can develop their attitudes and behaviors on the basis of supervisor and peer relations.

- b) Other findings, including a relationship between present employment status and readiness for change and marital status and supervisor and peer relations, was confirmed in this study.

Research Recommendations:

- a) This study can support managers, change agents, and change practitioners in assessing, designing, and evaluating new and existing organizational change programs.
- b) These relations highlight the need to consider these factors within policy and strategy to promote employee openness to and readiness for organizational change.

6- Dennis R. Self & Mike Schraeder (2008): "Enhancing the success of organizational change, matching readiness strategies with sources of resistance".

This paper seeks to provide guidance on specific ways by which organizations can overcome resistance by matching readiness strategies with forms of resistance. The paper summarizes literature on resistance to change and readiness to change, leading to the development of specific recommendations for reducing resistance through specific readiness strategies. The synthesis of literature related to creating readiness for change and resistance to change leads to a resistance to change typology, including three domains.

Research Results:

- a) Resistance, though common, may be more effectively managed if specific readiness strategies are matched with requisite sources of resistance.
- b) The paper provides guidance on addressing primary sources of resistance by matching them with specific elements that lead to readiness for change.
- c) Managing the creation of readiness effort across all stages of the change initiative implementation, and not just at the beginning, the likelihood of success will be significant.

Research Recommendations:

- a) Management should never assume that the reason resistance to a particular change initiative is occurring because people do not like change.
- b) The central thesis of this article is conceptual. Consequently, inferences drawn between the posited impacts of certain readiness strategies on resistance must be made with guarded confidence.

- c) Future studies could enhance understanding of the true relationships between these readiness strategies and resistance through cross-sectional, empirically based analyses.

7- H. Jack Walker, Achilles A. Armenakis & Jeremy B. Bernerth (2007): "Factors influencing organizational change efforts, an integrative investigation of change content, context, process and individual differences".

This study is one of the first to integrate factors common to all change efforts, i.e. content, context, process and individual differences. Further, it elaborates on how these factors interact to influence change success. Data were collected from employees involved in a recent de-merger. Using structural equation modeling, a hypothesized model that integrated individual differences with change content, context, and process factors was tested.

Research Results:

- a) A possible explanation of the low commitment among the change target was their lack of participation in the change implementation.
- b) Individuals who are high in cynicism may be more likely to commit to organizational change if they have been properly prepared for the change.
- c) Results led to the acceptance of a model indicating that change context mediated the relationship between individual differences and change process and content.
- d) Similarly, change content and process mediated the relationship between change context and organizational change commitment.

Research Recommendations:

- a) The study emphasizes the need for change agents to carefully plan change efforts. Change agents should be conscious of the prior change attempts that have been implemented in the organization.
- b) Future research should attempt to further investigate the proposed relationships. The identification of these relationships can aid in the development of successful change strategies and procedures.

8- Dennis R. Self (2007): "Organizational change – overcoming resistance by creating readiness".

This paper aims to provide a brief review of five important elements necessary to build readiness in an organization when it is faced with change. By successful application of the five elements, readiness for the change may be created and managed leading to a prevention or minimization of resistance to the change. The paper presents a general review of one approach to managing change.

Research Results:

- a) It is the change leader's responsibility to guide the organizational member to embrace the change rather than resist it.
- b) By effectively managing readiness, the change leader attempts to shape attitudes toward the change. Successfully doing so may lead to adoption rather than resistance behaviors.
- c) The paper finds that by addressing each of the five elements: the need for change, establishing if proposed change is the right change to make, bolstering the confidence of organizational members, involving the actual organizational support for the change and there will be a greater likelihood of successful change introduction and management.

Research Recommendations:

- a) By acting to demonstrate that the change is justified and appropriate; that key people are supportive of it; that the organization and its members are fully capable of successfully changing and by recognizing that each member will be concerned about the outcomes for them as individuals, the change leader will have taken great strides in creating and managing readiness.
- b) Instead, resistance and readiness represent complex states, impacted by numerous individual and organizational factors. A deeper understanding of these factors may enhance managers' ability to lead successful change initiatives.

9- Sharyn E. Herzig & Nerina L. Jimmieson (2006): "Middle managers' uncertainty management during organizational change".

The current study has provided support for the assertion that middle managers uncertainty management can be facilitated by their involvement in strategy formation, communication with senior management and employees, support from senior management

and peer interaction and possibly inhibited by role conflict. The approach is qualitative and involved interviews with 40 middle managers from a range of organizations.

Research Results:

- a) Analysis revealed that at the pre-implementation stage, uncertainty focused on the strategic concept of the change, whereas at implementation, uncertainty related to the appropriate procedures to implement.
- b) Middle managers' uncertainty management was found to be important in assisting their employees in the change transition.
- c) The factors identified as being either facilitators or barriers to uncertainty management, focused on themes related to the design of change, communication with senior management and their own staff, support from senior management, role conflict, and peer interaction.

Research Recommendations:

- a) Prior to implementation, to aid middle managers' role in change, they should be involved in the strategic development of change.
- b) To aid managers' success in this role, they need to be given support in the form of informational support, endorsement, and autonomy to act from senior managers.
- c) During implementation, senior managers should continue to provide managers with support in the form of instrumental and informational support, as well as autonomy.
- d) Two-way communication with a focus on the practical implications of change should be encouraged between senior managers and middle managers.
- e) Messages from middle managers should reinforce the need for change and provide individualized practical implications, thus helping employees in the change transition.

10- Ian Smith (2005): "Achieving readiness for organizational change".

This study seeks to continue discussion of the critical role of people in organizational change. Focuses on the importance of achieving change readiness, ways in which this may be achieved and means to assess organizational readiness for change. Highlights how managers attempting to achieve organizational change will be well served by paying attention to the need to create readiness for change this at both the individual employee and whole-of-organization level and the ways in which this may be achieved.

Research Results:

- a) Achieving and sustaining effective organizational change and renewal are imperative.
- b) The people in organizations can be either the key to achieving effective change, or the biggest obstacles to success.
- c) The price of failed change efforts can be high, including widespread loss of credibility on the part of leaders and managers and entrenchment of employee opposition to future change efforts.

Research Recommendation:

- a) Assessing overall change readiness before any attempt to implement change begins is a good investment.
- b) Managers attempting to achieve organizational change will be well served by paying attention to the need to create readiness for change.

11- Maria Vakola & Ioannis Nikolaou (2005): "Attitudes towards organizational change, what is the role of employees stress and commitment?"

Occupational stress and organizational change are now widely accepted as two major issues in organizational life. The current study explores the linkage between employees' attitudes towards organizational change and two of the most significant constructs in organizational behavior; occupational stress and organizational commitment. A total of 292 participants completed ASSET, a new "Organizational Screening Tool", which, among other things, measures workplace stress and organizational commitment and a measure assessing attitudes towards organizational change.

Research Results:

- a) The results were in the expected direction showing negative correlations between occupational stressors and attitudes to change, indicating that highly stressed individuals demonstrate decreased commitment and increased reluctance to accept organizational change interventions.
- c) The results did not support the role of organizational commitment as a moderator in the relationship between occupational stress and attitudes to change.

Research Recommendations:

- a) The current research findings highlight the need for acknowledging the significant effect of occupational stress on employees' attitudes towards organizational change.
- b) It is essential then that this acknowledgement be followed up by problem-solving action through stress management initiatives incorporated within the change program.

12- Ayse Saka (2002): "Internal change agents' view of the management of change problem".

This article highlights a systemic-multivariate view of change by investigating internal change agents, that is, managers' accounts of the barriers to change management. It addresses the limitations of change management by attending to the perceptions of managers, that is, those actors who generally determine organizational priorities and make crucial resource allocation decisions. This article illustrates the systemic line of thinking adopted by managers undergoing major restructuring efforts in their organizations.

Research Results:

- a) In practice, the impact of a change-inducing contingency can vary across organizations.
- b) In spite of the fervor surrounding rational-linear models of change, there is evidence to suggest that firms are not as uniform in the manner in which they respond to change.
- d) As the present study shows, there are cultural and political factors at play that can result in persistent differentiation across organizations.

Research Recommendations:

- a) Although change in itself means uncertainty, managers are expected to generate clear and adequate formulation of what the problem is and where they would like the organization to be.
- b) Change from within an organization may be seen as sufficient to initiate change in mindsets.
- c) In practice, internal change agents, as far as the cases are concerned, require discontinuous change evoked by an external stimulus to initiate change in mindsets.

13- Anna-Maija Lämsä & Taina Savolainen (2000): "The nature of managerial commitment to strategic change".

This article explores the nature of managerial commitment to such strategic changes as downsizing and quality improvement. Its purpose is to develop a theoretical framework of managerial commitment. Findings from a qualitative study are presented resulting in the classification of commitment in two dimensions: reward-based and trust-based commitments. A theoretical typology of the four types of managerial commitment is developed based on the dimensions: passive, calculative, trustful, and balanced types of commitment. Research method of data gathering was through in-depth interviews.

Research Results:

- a) According to the study, managerial commitment to change is a complex construct, and its consequences may also vary.
- b) It is contextual and shaped by dynamics specific to certain cultural and social contexts. Therefore, commitment cannot be easily or rationally controlled.
- c) The article argues that the general assumptions in commitment literature that people need material, social or psychological incentives and rewards which facilitate identification with an organization are one-sided.
- d) The study argues that reward-based commitment is a meaningful part of commitment. However, it hardly provides a complete understanding of commitment on its own.

Research Recommendations:

- a) Creating trust-based relationships can be a successful means to achieve important organizational goals such as a good atmosphere or a positive image.
- b) The research proposes that much more emphasis should be put on studying trust-based commitment and the elements affecting it for both economic and ethical reasons than prior researches have done.
- c) The commitment of managers is not as self-evident as the commitment literature seems to assume. Literature and research should not only pay attention to the commitment of employees.

14- John W. Moran & Baird K. Brightman (2000): "Leading organizational Change".

The study discusses the shift in focus of change management from change itself to the people facing change and the impact on the most powerful drivers of work behavior: purpose, identity and mastery. Observes that leaders need to align these behaviors with organizational change by explaining the who, what, where, why and how of the change. Describes the change management cycle: understand the current situation, develop a change plan, enlist others to develop critical mass and track and stabilize results. Presents the "TRY" (test, recalibrate, yes) model to help change leaders' resistance to change and lists what is needed in leaders to increase their ability to manage organizational change effectively.

Research Results:

- a) The study found that the people who most effectively help people and organizations to manage change foster and create an atmosphere that enables people to test the new change.
- b) Effective change leaders, generate recommendations, experiment with new ways of operating, and exhibit some dysfunctional behavior while the change is taking root in the culture.
- c) Change leaders; lead the change effort with every word and action. They are the role models for the organization.
- d) Change leaders have the responsibility to establish compelling and legitimate business reasons for change, and at the same time to identify and overcome potential sources of resistance.

Research Recommendations:

- a) Change leaders should interact with individuals and groups in the organization to explain the who, what, when, where, why, and how of the change.
- b) Change leaders should utilize every opportunity to interact with others to legitimize necessary change and to encourage challenges and answer questions.
- c) Changes must be broadly aligned with the purpose, identity and mastery of the majority of people working in the organization. As change takes place, new "rules of the game" must be developed.

- d) The behaviors, values, and expectations of the new workplace must be clearly defined.
- e) Organizations must prepare everyone for frequent change to ensure long-term growth and stability.

15- Denise Skinner (1997): "Managers perceptions of strategic HR change".

This paper reports on a study to investigate how strategic human resources changes are conceived, designed and implemented in organizations. Since 1992 this study has gathered views from practicing managers on changes happening within their working environment and as such offers a unique insight into the reality of human resources strategies as perceived by some of those most closely involved. This study investigates who takes the responsibility for the implementation of HR change once the initial strategy has been devised and how HR interventions are subsequently assessed.

Research Results:

- a) Once the strategic HR changes progress to implementation, the picture becomes more confused.
- b) It appears that the attention of the chief executive moves away from the change once it is launched but there is no obvious successor to lead the implementation of the change process.
- c) Internal communication is important as change issue is further supported by it; the lack of internal communications has been identified as a major reason for the failure of the change process.
- d) Given that senior and middle managers are the main interface with the majority of staff in an organization, their perceptions of change must inevitably have considerable impact on the way change is managed and the degree of success achieved.

Research Recommendations:

- a) Further consideration is needed for the role of HR directors and of middle managers at all stages of the change process.
- b) Evaluation of the effect of HR strategies is an area that is not well served by management literature or empirical research and it appears to receive little attention in practice.

16- Ian Cunningham & Jeff Hyman, (1995): "Transforming the HRM vision into reality, the role of line managers and supervisors in implementing change "

The aim of this article is to add to the current debate surrounding the nature of the supervisory and line management role in implementing HRM practices. It begins by establishing the context of the debate and then identifies the principal features of HRM practice adopted by 45 employers. This is followed by an assessment of the impact of these HRM practices on supervisor and line management functions. Further, it examines the degree to which organizations train and develop their managers to take on these roles.

Research Results:

- a) There is less evidence of the majority adopting a strategic approach to managing their human resources.
- b) Organizations are adopting quite innovatory approaches to employee relations, but change is following the traditional trend in the UK of being implemented in an ad hoc practical way. This is highlighted by the role of front-line managers.

Research Recommendations:

- a) Skill development is an important aspect of the delivery of enhanced performance.
- b) Training and development in employee relations issues for supervisors and line managers is given little priority other than by the personnel specialist.

General Commentary on Reviewed Studies:

As shown in the previous studies, there are many studies that talked about our research even if they are not in the same context, but close to the current study in an indirect way. This study deals with facing the change by the change manager who is the main and central engine of implementing the organizational change programs. And because human resources are the most important asset in the change process, it is important to measure their readiness.

From reviewing the previous studies, the researcher indicated the rareness of studies that are about the readiness of employees and managers for implementing an organizational change and considering this subject as a secondary issue. Also, the previous studies discussed the readiness in a limited context and considered it as an opposite to the

term of change resistance only. But in this study the subject of readiness has another direction and it was studied deeply and differently from the previous studies.

Also the previous studies discussed the subject of organizational change frequently but not in an integrated manner and without actually connecting it to reality. This study was built on two main bases:

- a) Focusing on the human resources side in change, that is, more important than focusing on the technical and technological sides, because the human element can overcome these two sides by training and practicing.
- b) Considering the readiness of employees and managers to implement the process of change as a fundamental and practical measure of the extent of the organization to implement the change.

Readiness to organizational change - as previously mentioned in the study - is a combination of factors that if met in the employee or the manager, then he/she is surely capable of ensuring the effective implementation of the change process and getting to the vision and main goal. These factors are the extent of the person to the change theme, the extent of the person's commitment to the organizational change, and the personal traits and interests in the process of change.

Through this study, it can be seen that readiness is a state of integration to reach the starting point towards implementing visions and goals of the organizational change programs in the organization.

So on, from previous studies, the researcher concluded the following notes to highlight:

- a) All previous studies agreed on the importance of the human element in the process of completion the organizational change.
- b) Most of the previous studies focused on the obstacles of the change processes and how to overcome the resistance of organizational change.
- c) The previous studies focused on the importance of the connection between employees and their directors and providing them with information from the early stage of change until the process is complete.

- d) Most previous studies indicated the importance of the employee's participation in the process of change and expressing his point of view during all expected stages of the process of change.
- e) Few studies focused on the subject of readiness to change and its importance in implementing the organizational change.
- f) Many previous studies confirmed on the importance of the directors' role in managing and completing the organizational change in the organization.
- g) Previous studies provided the researcher with a rich knowledge to implement the research and helped in putting the assigned hypothesis.

Chapter Four

Research Design and Methodology

- Section One: Methodology and Procedures
- Section Two: Testing Research Tool

Section One: Methodology and Procedures

Introduction:

The research tries to measure the readiness of managers to implement strategically change in human resources system in the International Committee of the Red Cross (ICRC) and the research was projected on the people management program. This section describes the methodology that was used in this research. The adopted methodology to accomplish this research uses the following techniques: the information about the research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

Research Methodology:

The research follows the analytical descriptive approach which aims to describe the basic features of the data in a research. The Analytical Descriptive approach is the best methodology to be used because it is non-experimental in that 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).

Research Procedure:

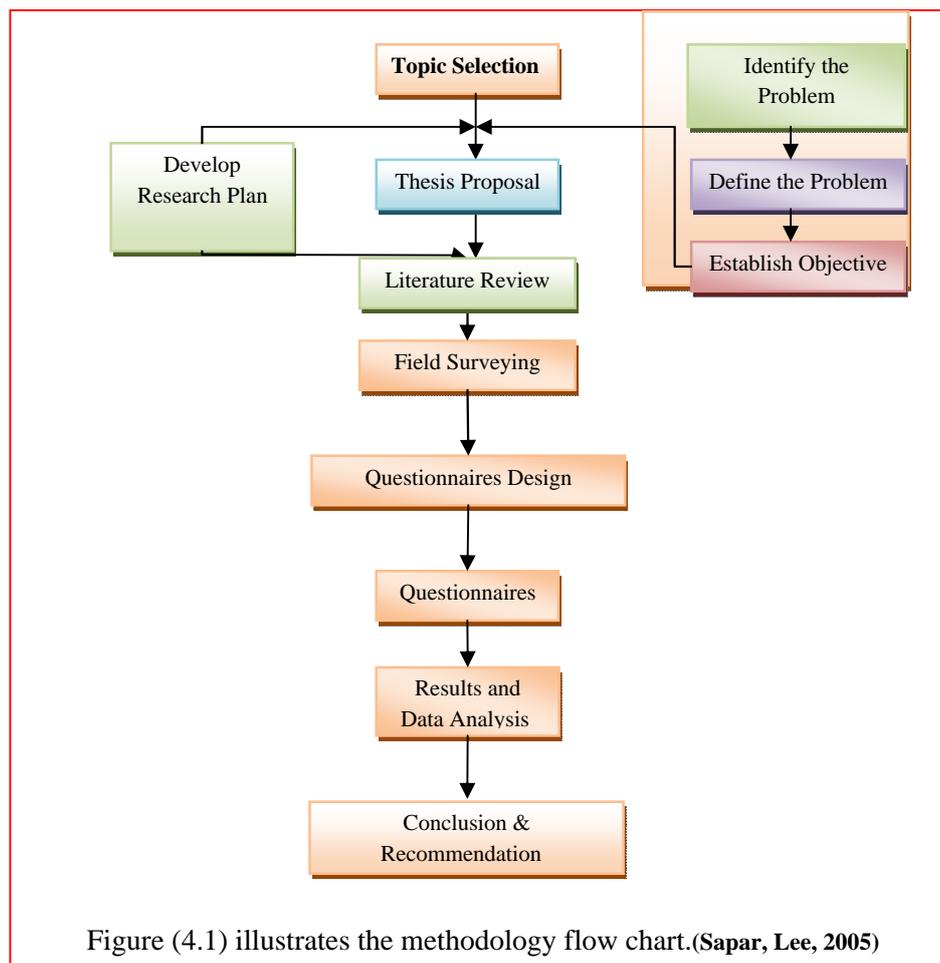
The research has a direct four phases:

- 1- The first phase of the research thesis proposal included identifying and defining the problems and establishment objective of the research and development research plan.
- 2- The second phase of the research included a summary of the comprehensive literature review. Literatures on change management, organizational commitment, organizational readiness to cope with changes, employees motivation, organizational development background and previous studies were reviewed.
- 3- The third phase of the research included a field survey which was conducted on the International Committee of the Red Cross (ICRC) in Israel and the Palestine occupied territories. Online survey was used to deliver, track and to produce some

analysis of the designed survey. This questionnaire was used to collect the required data in order to achieve the research objective, 35 questionnaires were distributed online to the research population, and 33 questionnaires were received.

- 4- The fourth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis.

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



Sources of Data:

The data of the questionnaire was gathered carefully and accurately to achieve the research's objectives. There were two sources of data:

- 1- Secondary Data: Secondary data were obtained from journals that discussed change. Also, many thesis and dissertations were accessed through universities electronic theses and dissertations and through some essays on the website. Some textbooks were available and the website of the ICRC.

- 2- **Primary Data:** This data was collected from the field by a questionnaire. A questionnaire was designed and distributed to get responses from a target group of the research during their working hours. Respondents were asked to provide opinions on the variables of this research, such as managers who understand change, manager's motivation and personal interests and manager's commitment to change.

Research Population and Sample:

The research targets the ICRC managers who are responsible on implementing the new HR system in Tel Aviv, Jerusalem, West bank and Gaza offices of the delegation as designed by the H.Q. in Geneva.

The research will be applied on the ICRC Field office within area (Tel Aviv, Jerusalem, West bank and Gaza offices). The measurement will also be applied on field managers in this area as it can reflect the full image of other delegations in other places, especially those managers at ICRC who are still mobile staff and they rotate on all the other offices within one year to one and a half of the year while the implementation stage will take around three years starting from 2012. The survey has applied on 35 managers as a full population survey.

Questionnaire Design:

A survey questionnaire was designed to collect the research's primary data. The questionnaire included close-ended questions to facilitate the data collection process.

The design of a questionnaire affected the response rate and the reliability and validity of the data collected. Response rates, validity and reliability are maximized by careful design of individual questions, clear layout of the questionnaire form and lucid explanation of the purpose of the questionnaire. The questionnaire is composed of sections to accomplish the aim of the research as follows:

- 1- Section one: It was concerned with personal information about the respondents and their organization (Age, Gender, Educational Level, Job title, Experience within the Organization, Years of Professional Experience, Employment Contract and Location).
- 2- Section two: It focused on measuring manager's change understanding on change effective implementation readiness.

- 3- Section three: It focused on measuring manager's motivation and personal interests on change effective implementation readiness.
- 4- Section four: It focused on measuring manager's commitment to change on change effective implementation readiness.

The Questionnaire was drawn in English version to be understood by the entire population as the main language is English for the organization and most of the participants in this survey are international staff. The questions were arranged in a logical order and a proper sequencing.

Date Measurement and Statistical Analysis Tools:

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 important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale, as shown in the following table:

Item	Strongly agree	Agree	Do not Know	Disagree	Strongly Disagree
Scale	5	4	3	2	1

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

- 1- Kolmogorov-Smirnov test of normality.
- 2- Pearson correlation coefficient for Validity.
- 3- Cronbach's Alpha for Reliability Statistics.
- 4- Frequency and Descriptive Analysis.
- 5- Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).

- *T-test* is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, 0.05, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance 0.05, then the mean of a paragraph is insignificantly different from a hypothesized value 3.
- The *Independent Samples T-test* is used to examine if there is a statistical significant difference between two means among the respondents toward measuring the readiness of managers to effectively implement a new HR system due to (Gender and Employment Contract).
- The *One-Way Analysis of Variance (ANOVA)* is used to examine if there is a statistical significant difference between several means among the respondents toward measuring the readiness of managers to effectively implement a new HR system due to (Age, Educational Level, Job title, Experience within the Organization, Years of Professional Experience and Location).

Questionnaire Procedures:

The researcher utilizes the following questionnaire procedures:

- 1- Upon designing the questionnaire, it was reviewed and modified by research supervisor.
- 2- The modified copy was given to a number of 9 referees, including academics and 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.
- 4- Based on the referees' findings, it was concluded that the questionnaire is ready to be distributed as a final copy and because of the small population of the research, the pilot test for the questionnaire was not needed.

Section Two: Testing Research Tool

Introduction:

This section addresses the examination of validity and reliability of the tool in terms of the sincerity of the questionnaire by (Pre-Pilot validity) referees' comments and the results of internal consistency of the structural identification. Then the stability of the questionnaire includes the coefficient Cronbach's coefficient alpha and split half method to exit questionnaire in its final form. Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. External (Pre-Pilot) validity is used to identify potential problems and statistical validity is used to evaluate instrument validity, which include internal validity and structure validity (Pilot, Hungler, 1985).

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 a 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 a 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 eight of academic staff from universities and one of the professionals from Palestinian Semi Public Sector reviewed the tool.

The reason for including professional was to assure that the statement truly addressed the critical areas from the professional perspective. (Pilot, Hungler, 1985).

Validity of a Questionnaire:

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity. Validity has a number of different aspects and assessment approaches. The first test is internal 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 was 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 (Pilot, Hungler, 1985).

Internal Validity:

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by all population members, which consisted of all the distributed 35 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

- 1- Measuring the correlation between the "Managers' Understanding the New HR Strategy (People Management Program)" and the total of the field

Table (4.1): Correlation coefficient of each paragraph of “Managers' Understanding to the New HR Strategy (People Management Program)” and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I receive information about PMP at all stages.	.729	0.000*
2.	I am given enough information to enable me to understand why the institution decided that there is a need to initiate the PMP	.696	0.000*
3.	The organization communicates with employees regularly on PMP changes and decisions.	.597	0.000*
4.	I have the opportunity to comment and ask questions about the PMP.	.584	0.000*
5.	I have completely read and understood all the documents and manuals provided by the organization concerning the PMP.	.625	0.000*
6.	The vision of the PMP is clear and I can link it with the organization's vision.	.790	0.000*
7.	The mission statement of the PMP is simple and clear, and I can link it with my role as a manager during the implementation stage.	.831	0.000*
8.	I receive all news and updates related to the PMP.	.787	0.000*
9.	From time to time I check the PMP page on the internet to review my understanding and to look for new updates.	.480	0.003*
10.	I have the ability to explain the organizational change to my subordinates and give them a clear picture of the Vision, mission and the roadmap.	.654	0.000*

11.	I have a full picture to what the organization will be in future after implementing the PMP.	.685	0.000*
12.	I do understand the PMP properly.	.736	0.000*
13.	I completely understand how the PMP is implemented over time.	.710	0.000*
14.	I am confident that I know how to contribute to the implementation of the PMP.	.852	0.000*
15.	I understand and I can support the need for the PMP.	.742	0.000*
16.	I understand the benefits that will return on the organization and employees after the PMP goals are achieved.	.814	0.000*
17.	I am satisfied with the amount and quality of information used in the PMP guide	.741	0.000*

* Correlation is significant at the 0.05 level

Table (4.1) clarifies the correlation coefficient for each paragraph of the "Managers' Understanding to the New HR Strategy (People Management Program)" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be a measure to what it was set for.

2- Measuring the correlation between the "Managers' Motivation and Personal Interests " and the total of the field.

Table (4.2): Correlation coefficient of each paragraph of "Managers' Motivation and Personal Interests " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I feel motivated and interested to contribute to the implementation of the PMP.	.604	0.000*
2.	I am well equipped with tools and knowledge to implement the PMP.	.520	0.001*
3.	Personally, I am against establishing routines and staying with them.	.524	0.001*
4.	In my opinion, due to the PMP implementation process, change leaders should handle any situation to serve the implementation of the PMP.	.495	0.002*

5.	It is the managers' responsibility to clarify any unclear issue before, during and after implementing the PMP.	.357	0.024*
6.	PMP implementation manager should focus on their strengths, not weaknesses.	.443	0.006*
7.	When the PMP implementation starts, manager should not stand to leave things unfinished.	.491	0.003*
8.	I believe that the PMP will improve our organization's overall efficiency.	.836	0.000*
9.	The prospective change after implementing the PMP will give me new career advancement opportunities.	.624	0.000*
10.	The organization is going to be more productive when we implement the PMP.	.787	0.000*
11.	When the intended change is adopted, I will be better equipped to meet our beneficiaries' needs.	.636	0.000*
12.	When the PMP is implemented, I do believe there is something for me to gain.	.710	0.000*

* Correlation is significant at the 0.05 level

Table (4.2) clarifies the correlation coefficient for each paragraph of the "Managers' Motivation and Personal Interests" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be a measure to what it was set for.

3- Measuring the correlation between the " Managers' Commitment to Change " and the total of the field

Table (4.3): Correlation coefficient of each paragraph of "Managers' Commitment to Change" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The PMP initiative is a good strategy for the Organization and employees.	.543	0.001*
2.	The PMP serves an important purpose.	.608	0.000*
3.	The new change needs to be introduced in the organization to make things better.	.582	0.000*
4.	The New HR strategy is necessary for the Organization.	.465	0.006*
5.	I am committed to implement the change, and not just to	.403	0.015*

	implement the requested restructuring program initiated by the organization.		
6.	Manager should try to eliminate any resistance towards the changes that are encountered at work.	.649	0.000*
7.	It would be too costly to resist the change initiative at work.	.506	0.003*
8.	It would be risky to be against the changes that are introduced at work.	.685	0.000*
9.	Resisting change is not a viable option.	.582	0.000*
10.	I feel a sense of duty to work towards the restructuring program at the organization.	.737	0.000*
11.	I do not think it would be right to oppose the change initiative.	.753	0.000*
12.	It would be irresponsible to resist the changes that are introduced at work.	.727	0.000*
13.	I would feel guilty about opposing the change initiatives at work.	.725	0.000*

* Correlation is significant at the 0.05 level

Table (4.3) clarifies the correlation coefficient for each paragraph of the "Managers' Commitment to Change" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

Structure Validity of the Questionnaire:

Structure validity is the second statistical test 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 liker scale.

Table (4.4): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Managers' Understanding to the New HR Strategy (People Management Program).	.805	0.000*
2.	Managers' Motivation and Personal Interests.	.851	0.000*
3.	Managers' Commitment to Change.	.775	0.000*

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all

the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to measure what it was set for to achieve the main aim of the research.

Reliability of the Questionnaire:

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 is. 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 "Cronbach's Coefficient Alpha" method 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 (4.5): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Managers' Understanding to the New HR Strategy (People Management Program)	0.935
2.	Managers' Motivation and Personal Interests	0.825
3.	Managers' Commitment to Change	0.865
All paragraphs of the questionnaire		0.937

Table (4.5) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.825 and 0.935. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.937 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire. Thereby, it can be said that the researcher proved that the questionnaire was valid, and reliable.

Chapter Five

Data Analysis and Hypotheses Testing

- Introduction.
- Test of Normality.
- Descriptive Analysis of the Sample Statistics.
- Data Analysis.
- Hypotheses Testing.

Introduction:

The aim of this chapter is to analyze the empirical data which was collected through the questionnaire in order to provide a real image about the readiness of managers to effectively implement a new HR strategy at ICRC. This chapter includes 4 main sections. The first is test of normality. The second is about descriptive analysis (the organizational and personal characteristics) which will be presented and discussed. The third is about Data analysis (Means and Test values for each field). The fourth section is hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to previous findings in other studies.

Test of Normality for Each Field:

Kolmogorove-Smirnov test is used to identify if the data may follow normal distribution or not; this test is considered necessary in case testing hypotheses as most parametric tests stipulate data to be normality distributed.

Table (5.1): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Managers' Understanding to the New HR Strategy (People Management Program)	0.622	0.834
Managers' Motivation and Personal Interests	0.625	0.830
Managers' Commitment to Change	0.751	0.625
All paragraphs of the questionnaire	0.842	0.477

As shown in Table (5.1) the results for Kolmogorov-Smirnov test of normality. The p-value for each field is greater than 0.05 level of significance, and then the distribution for each field is normally distributed and the hypotheses are accepted. Consequently, parametric tests will be used to perform the statistical data analysis.

Descriptive Analysis of the Sample Statistics:

1- Age in years:

Table (5.2): Age in years

Age in years	Frequency	Percent
From 25 - less than 35	8	24.2
From 35 -less than 45	11	33.3
From 45 - less than 55	11	33.3
From 55 – Above	3	9.1
Total	33	100.0

Table No.(5.6) shows that 24.2% of the sample are " 25 – less than 35 years ", 33.3% of the sample are "35 – less than 45 years " and "45 – less than 55 years ") and 9.1% of the sample are of "55 years and above ". So, this means that about 57.5% of the sample's age is from 25 to less than 45 years; this result indicates that more than half of employees working in the organization are young professionals; so, it is possible to benefit from their enthusiasm and skills. It also shows that the investigated organizations are likely not to attract/keep older employees "from 55 years and above" otherwise; they recruit younger employees except for high positions because they should have both enough experience and knowledge to run the organizations effectively.

2- Gender:

Table (5.3): Gender

Gender	Frequency	Percent
Male	19	57.6
Female	14	42.4
Total	33	100.0

Table No. (5.3) shows that 57.6% of the sample are Males and 42.4% of the sample are Females. This difference in percentage between the two genders is not big and it could be considered balanced. But this small increase in Male percentage may come from the nature of ICRC work which is in conflicts and crisis areas. Also from this relatively balance, ICRC may considered as a good example for organizations that posses equal opportunity for the two genders.

3- Educational Level

Table (5.4): Educational Level

Educational Level	Frequency	Percent
Less than Bachelor's Degree	1	3.0
Bachelor's Degree	8	24.2
Master's Degree	20	60.6
PhD	4	12.1
Total	33	100.0

Table No.(5.4) shows that 3.0% of the sample are " Less than Bachelor's Degree ", 24.2% of the sample are " Bachelor's Degree ", 60.6% of the sample are " Master's Degree " and 12.1% of the sample are " PhD ". Around 73% of managers are holding advanced study degrees, indicates that the examined organization is likely to attract/retain managers holding Master's Degree and higher for management posts, and that is approximately comply with the young age of respondents; this also reflects that most of current managers are interested in having higher studies once they had a job as they care more for getting the job. This high rate of well educated managers may give them the high flexibility to learn, implement and adapt new organizational change.

4- Job Title:

Table (5.5): Job Title

Job Title	Frequency	Percent
Head of Delegation/Sub-delegation or above	2	6.1
Head of department	23	69.7
Deputy Head of delegation/sub-delegation	3	9.1
Administrator	5	15.2
Total	33	100.0

Table No. (5.5) shows that 6.1% of the sample are "Head of Delegation/Sub-delegation or above", 69.7% of the sample are "Head of departments", 9.1% of the sample are "Deputy Head of delegation/sub-delegation" and 15.2% of the sample are " Administrators". To conclude, 30.4% of the respondents are "Administrators and top management" who are on the frontline to implement the PMP, and to provide the support to 69.6% of managers who will implement the program in their positions.

5- Experience within the Organization:

Table (5.6): Experience within the Organization

Experience within the Organization	Frequency	Percent
Less than 2 years	2	6.1
From 2 - less than 5 years	7	21.2
From 5 - less than 10 years	9	27.3
From 10 – above	15	45.5
Total	33	100.0

Table No.(5.6) shows that 6.1% of the sample are "Less than 2 years", 21.2% of the sample are "From 2 - less than 5 years", 27.3% of the sample are "From 5 - less than 10 years", 45.5% of the sample are "From 10 – above". From the table above it can be concluded that about 73% of managers have worked in the organization for more than 5 years. This means that the majority of respondents have very good knowledge and experience in the organization, and accordingly, they can give accurate opinions about the hypotheses.

6- Years of Professional Experience:

Table (5.7): Years of Professional Experience

Years of Professional Experience	Frequency	Percent
Less than 5 years	0	0.0
From 5 - Less than 7 years	4	12.1
From 7 - Less than 10 years	7	21.2
From 10 - Less than 15 years	5	15.2
From 15 years – above	17	51.5
Total	33	100.0

Table No.(5.7) shows that 0.0% of the sample are "Less than 5 years", 12.1% of the sample are "From 5 - Less than 7 years", 21.2% of the sample are "From 7 - Less than 10 years", 15.2% of the sample are "From 10 - Less than 15 years", 51.5% of the sample are "From 15 years – above". This indicates that the majority of respondents (about 87.9%) are highly experienced managers who have worked from 7-more than 15 years of experience, and that gives more validity and adds more accuracy to the questionnaire results.

7- Employment Contract:

Table (5.8): Employment Contract

Employment Contract	Frequency	Percent
Mobile Employees	27	81.8
Resident Employees	6	18.2
Total	33	100.0

Table No.(5.8) shows that 81.8% of the sample are "Mobile Employees" and 18.2% of the sample are "Resident Employees". This means that most of managers are mobile staff and they may be considered as a sample for all ICRC delegation worldwide.

8- Location:

Table (5.9): Location

Location	Frequency	Percent
Jerusalem	11	33.3
Gaza	15	45.5
Tel Aviv	6	18.2
West Bank	1	03.0
Total	33	100.0

Table No.(5.9) shows that 33.3% of the sample are from "Jerusalem", 45.5% of the sample are from "Gaza", 18.2% of the sample are from "Tel Aviv", 03% of the sample are from "West Bank". It is clear that the percentage of managers is high in Gaza sub-delegation compared to other locations while in the West bank is low and top management in Tel Aviv delegation were 18.2% of the respondents located there. This does not mean to concentrate on a specific location but it will put the load on Gaza sub-delegation as the number of managers is high so it will need more coordination among managers in Gaza and the high cooperation required from them.

Data Analysis and Hypotheses Testing:

In the following tables, the research uses a one sample t-test to examine the direction of respondents' response on the questions of the questionnaire and to test if the opinion of the respondents in the content of the sentences are positive (proportional mean greater than "60%" and the p-value less than 0.05) or the opinion of the respondent in the content of the sentences are neutral (p-value is greater than 0.05) or the opinion of the respondent in the content of the sentences are negative (proportional mean less than "60%" and the p-value less than 0.05).

1. The First Field: Managers Understanding to Change:

Table (5.10): Means and Test values for “Managers’ Understanding to the New HR Strategy”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I receive information about PMP at all stages.	3.13	62.58	0.94	0.177	7
2.	I am given enough information to enable me to understand why the institution decided that there is a need to initiate the PMP	3.16	63.23	0.96	0.172	4
3.	The organization communicates with employees regularly on PMP changes and decisions.	3.13	62.58	1.07	0.146	7
4.	I have the opportunity to comment and ask questions about the PMP.	3.26	65.16	1.55	0.066	1
5.	I have completely read and understood all the documents and manuals provided by the organization concerning the PMP.	2.77	55.48	-1.49	0.074	14
6.	The vision of the PMP is clear and I can link it with the organization’s vision.	2.77	55.48	-1.42	0.083	14
7.	The mission statement of the PMP is simple and clear, and I can link it with my role as a manager during the implementation stage.	2.87	57.42	-0.94	0.177	13
8.	I receive all news and updates related to the PMP.	3.10	61.94	0.59	0.279	9
9.	From time to time I check the PMP page on the intranet to review my understanding and to look for new updates.	3.23	64.52	1.19	0.121	2
10.	I have the ability to explain the organizational change to my subordinates and give them a clear picture of the vision, mission and the roadmap.	3.00	60.00	0.00	0.500	10
11.	I have a full picture to what the organization will be in future after implementing the PMP.	2.42	48.39	-3.37	0.001*	17
12.	I do understand the PMP properly.	3.16	63.23	1.09	0.141	4
13.	I completely understand how the PMP is implemented over time.	2.77	55.48	-1.56	0.064	14
14.	I am confident that I know how to contribute to the implementation of the PMP.	2.94	58.71	-0.47	0.322	11

15.	I understand and I can support the need for the PMP.	3.23	64.52	1.56	0.064	2
16.	I understand the benefits that will return on the organization and employees after the PMP goals are achieved.	3.16	63.23	1.15	0.129	4
17.	I am satisfied with the amount and quality of information used in the PMP guide.	2.94	58.71	-0.53	0.301	11
All paragraphs of the field		3.00	60.04	0.02	0.493	

* The mean is significantly different from 3

Data Analysis

The majority of the respondents indicated “I have the opportunity to comment and ask questions about the PMP” equals 3.26 (65.16%), Test-value = 1.55, and P-value = 0.066 which is greater than the level of significance 0.05. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. It can be concluded that the respondents (Do not know, neutral) to this paragraph.

The respondents' opinion to the following fields is neutral as their p-value is greater than 0.05; “I receive information about PMP at all stages”; this practice got 62.58%. “I am given enough information to enable me to understand why the institution decided that there is a need to initiate the PMP”; this practice got 63.23%. “The organization communicates with employees regularly on PMP changes and decisions”; this practice got 62.58%. “I receive all news and updates related to the PMP”; this practice got 61.94%. “From time to time I check the PMP page on the intranet to review my understanding and to look for new updates”, this practice got 64.52. “I do understand the PMP properly”; this practice got 63.23%. “I understand and I can support the need for the PMP”; this practice got 64.52%. “I understand the benefits that will return on the organization and employees after the PMP goals are achieved”; this practice got 63.23%.

The mean of a paragraph “I have a full picture to what the organization will be in future after implementing the PMP” equals 2.42 (48.39%), Test-value = -3.37, and P-value = 0.001 which is smaller than the level of significance 0.05. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. It is concluded that the respondents disagree to this paragraph.

The mean of the field “Managers’ Understanding to the New HR Strategy” equals 3.00 (60.04%), Test-value = 0.02, and P-value=0.493 which is greater than the level of significance 0.05. The mean of this field is insignificantly different from

the hypothesized value 3. It can be concluded that the respondents (Do not know, Neutral) to the field of “Managers' Understanding to the New HR Strategy ”.

Commentary

- 1- Respondents seem to be neutral regarding the field of “Managers' Understanding to the New HR Strategy”; this means that managers are not aware enough about PMP and a full image of the program is still unclear and the shape of ICRC HR setup after implementing the PMP. This result might explain that managers were not provided with the required information or they didn't pay enough attention to the context and updates of the PMP or have not reviewed it carefully.
- 2- This result also agrees with the study of (Herzig and Jimmieson, 2006) which is about middle managers' uncertainty management during organizational change. The results were neutral; this means that managers are not sure about their understanding to change partially before, during and after change stages. Even by implementation, most managers had established their conceptual understanding of the change, but experienced uncertainty regarding the appropriate procedures and processes of implementation, what to implement, and how to assist employees in the change transition. While the respondent disagreed in the study of (Burd, Bazigos, Anderson-Rudolph & W. Burke, 1996) of such perspective in understanding the nature of effective change, how people respond to it and how these patterns affect organizations.
- 3- The respondents of the paragraphs "The organization communicates with employees regularly on PMP changes and decisions" and "I have the opportunity to comment and ask questions about the PMP". in the research, differs from the study of (Herzig and Jimmieson, 2006) about managers' responses where respondents agreed positively that communication was concluded to be effective when it was two-way in nature, allowing for employee participation, which enables employees to have ownership, and it also assists both managers' and employees' understanding. in this research the respondent was neutral or do not know.
- 4- Even though more than 50% of the respondents in the paragraphs "I have completely read and understood all the documents and manuals provided by the organization concerning the PMP", "The vision of the PMP is clear and I can link it with the organization's vision", "The mission statement of the PMP is simple and clear, and I can

link it with my role as a manager during the implementation stage", "I completely understand how the PMP is implemented over time", "I am confident that I know how to contribute to the implementation of the PMP" and "I am satisfied with the amount and quality of information used in the PMP guide" were neutral, the direction of respondents was negative. This means that respondent neutrality is very weak and they have more negative or disagreement tendency on the mentioned paragraphs here above. The negative means of these paragraph can be concluded as following: managers have not completely read and understood all the documents and manuals provided by the organization concerning the PMP, the vision of the PMP is not clear enough so manager's can't link it with the organization's vision, the mission statement of the PMP is not simple and unclear and manager's can't link it with their role during the implementation stage, managers' do not completely understand how the PMP is implemented over time, they are not confident that they know how to contribute to the implementation of the PMP and they are not satisfied with the amount and quality of information used in the PMP guide.

2- The Second field: Manager's Motivation and Personal Interests

Table (5.11): Means and Test values for “Managers’ Motivation and Personal Interests”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I feel motivated and interested to contribute to the implementation of the PMP.	3.26	65.16	1.68	0.052	6
2.	I am well equipped with tools and knowledge to implement the PMP.	2.71	54.19	-2.06	0.024*	12
3.	Personally, I am against establishing routines and staying with them.	3.29	65.81	1.87	0.036*	5
4.	In my opinion, due to the PMP implementation process, change leaders should handle any situation to serve the implementation of the PMP.	3.35	67.10	3.59	0.001*	4
5.	It is the managers’ responsibility to clarify any unclear issue before, during and after implementing the PMP.	3.81	76.13	5.99	0.000*	2
6.	PMP implementation manager should focus on their strengths, not weaknesses.	3.42	68.39	2.35	0.013*	3

7.	When the PMP implementation starts, manager should not stand to leave things unfinished.	3.90	78.06	6.37	0.000*	1
8.	I believe that the PMP will improve our organization's overall efficiency.	3.13	62.58	0.75	0.229	7
9.	The prospective change after implementing the PMP will give me new career advancement opportunities.	2.81	56.13	-1.18	0.123	11
10.	The organization is going to be more productive when we implement the PMP.	3.06	61.29	0.57	0.286	8
11.	When the intended change is adopted, I will be better equipped to meet our beneficiaries' needs.	3.03	60.65	0.25	0.401	9
12.	When the PMP is implemented, I do believe there is something for me to gain.	3.03	60.65	0.23	0.411	9
All paragraphs of the field		3.29	65.81	3.92	0.000*	

* The mean is significantly different from 3

Data Analysis

The majority of the respondents indicated “When the PMP implementation starts, manager should not stand to leave things unfinished” equals 3.90 (78.06%), Test-value = 6.37 and P-value = 0.000 which is smaller than the level of significance 0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.

The respondents' opinion to the following fields is positive as their proportional means is greater than 60% and the p-value is less than 0.05; "Personally, I am against establishing routines and staying with them", this practice got 65.81%. "In my opinion, due to the PMP implementation process, change leaders should handle any situation to serve the implementation of the PMP", this practice got 67.10%. "It is the managers' responsibility to clarify any unclear issue before, during and after implementing the PMP"; this practice got 76.13%. "PMP implementation manager should focus on their strengths, not weaknesses", this practice got 68.39%.

The mean of the paragraph “I am well equipped with tools and knowledge to implement the PMP” equals 2.71 (54.19%), Test-value = -2.06, and P-value = 0.024 which is smaller than the level of significance 0.05. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. It can be concluded that the respondents disagree to this paragraph.

The respondents' opinion to the following fields is neutral as their p-value is greater than 0.05; "I feel motivated and interested to contribute to the implementation of the PMP"; this practice got 65.16%. "I believe that the PMP will improve our organization's overall efficiency"; this practice got 62.58%. "The prospective change after implementing the PMP will give me new career advancement opportunities"; this practice got 56.13%. "The organization is going to be more productive when we implement the PMP"; this practice got 61.29%. "When the intended change is adopted, I will be better equipped to meet our beneficiaries' needs"; this practice got 60.65%. "When the PMP is implemented, I do believe there is something for me to gain"; this practice got 60.65%.

The mean of the field "Managers' Motivation and Personal Interests" equals 3.29 (65.81%), Test-value = 3.92, and P-value=0.000 which is smaller than the level of significance 0.05. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to the field of "Managers' Motivation and Personal Interests ".

Commentary

- 1- The majority of respondents acceptably agreed on most of the paragraphs in the field " Managers' Motivation and Personal Interests"; this means that the managers of the organization who are responsible of implementing the new HR strategy are, to a certain extent, motivated and personally interested to implement the PMP effectively; this result increases the readiness of managers for the change and their willing to handle their role as change leaders. Although the majority of respondents accepted the most of the paragraphs with percentage of 65.81% but this percentage is not high enough to consider that managers are fully motivated and interested about PMP. However, this result gives more optimistic vision on having ready change managers.
- 2- This result agrees with the study of (El-Farra and Badawi , 2012) which mentioned that these positive emotions are probably attributed to high significance and the low impact of change in relation to employees' expectations. So, it can be concluded that managers appraised the outcome of a change event as positive. Consequently, it is expected that managers would have a good commitment and interest to implement the organizational change. Although the respondents has a positive responses, still not enough and should be improved.

- 3- The majority of the respondents also indicated “When the PMP implementation starts, manager should not stand to leave things unfinished” with percentage 78.06%; this indicates the high motivation of ICRC managers to go through the implementation stage and to achieve the final goal by following up all change steps from A to Z completely. This does not mean that they are strongly motivated and interested to implement the change; they want to advance with the implementation.
- 4- More than a half of the respondents disagreed about the paragraph “I am well equipped with tools and knowledge to implement the PMP”; this result indicates that approximately 54.19% of the ICRC managers feel they are not equipped with the necessary tools and knowledge; this will affect their confidence cope with change and it will consequently affect their motivation to be ready for implementing the new HR strategy effectively. This result came consistent with the study of (Hellis, 2012) which is about change management role in strengthening the organizational commitment to staff, a case study on the Municipality of Gaza. Also this result is consistent with the study of (Al-Reqib, 2008) which is about the reality of change management in the ministries of the Palestinian Authority in the Gaza Strip.
- 5- The result of the paragraphs "It is the managers' responsibility to clarify any unclear issue before, during and after implementing the PMP" and "When the PMP implementation starts, manager should not stand to leave things unfinished", agree with the study of (Moran & Brightman, 2000) which is about "Leading organizational Change". the study of (Denise, 1997) which is about managers perceptions of strategic HR change", that effective change leaders, generate recommendations, experiment with new ways of operating, and exhibit some dysfunctional behavior while the change is taking root in the culture. Change managers lead the change effort with every word and action. They are the role models for the organization. This is a good indication about managers' motivations and interest to implement the PMP and also to transfer this motivation and interest to their subordinates.

3- The Third field: Managers' Commitment to Change

Table (5.12): Means and Test values for “Managers’ Commitment to Change”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The PMP initiative is a good strategy for the Organization and employees.	3.31	66.21	2.20	0.018*	8
2.	The PMP serves an important purpose.	3.34	66.90	3.02	0.003*	6
3.	The new change needs to be introduced in the organization to make things better.	3.59	71.72	4.05	0.000*	1
4.	The New HR strategy is necessary for the Organization.	3.55	71.03	3.27	0.001*	3
5.	I am committed to implement the change, and not just to implement the requested restructuring program initiated by the organization.	3.55	71.03	4.70	0.000*	3
6.	Manager should try to eliminate any resistance towards the changes that are encountered at work.	3.14	62.76	0.72	0.237	9
7.	It would be too costly to resist the change initiative at work.	3.14	62.76	1.16	0.128	9
8.	It would be risky to be against the changes that are introduced at work.	3.14	62.76	0.94	0.177	9
9.	Resisting change is not a viable option.	3.38	67.59	2.37	0.013*	5
10.	I feel a sense of duty to work towards the restructuring program at the organization.	3.59	71.72	4.31	0.000*	1
11.	I do not think it would be right to oppose the change initiative.	3.34	66.90	2.42	0.011*	6
12.	It would be irresponsible to resist the changes that are introduced at work.	3.14	62.76	0.89	0.190	9
13.	I would feel guilty about opposing the change initiatives at work.	2.76	55.17	-1.65	0.055	13

	All paragraphs of the field	3.35	67.08	4.34	0.000*	
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*The mean is significantly different from 3

Data Analysis

The majority of the respondents indicated “I feel a sense of duty to work towards the restructuring program at the organization” equals 3.59 (71.72%), Test-value = 4.31, and P-value = 0.000 which is smaller than the level of significance 0.05. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concluded that the respondents agreed to this paragraph.

The respondents' opinion to the following fields is positive as their proportional means is greater than 60% and the p-value less than 0.05; "The PMP initiative is a good strategy for the Organization and employees"; this practice got 66.21%."The PMP serves an important purpose"; this practice got 66.90%."The New HR strategy is necessary for the Organization"; this practice got 71.03%."I am committed to implement the change, and not just to implement the requested restructuring program initiated by the organization"; this practice got 71.03%."Resisting change is not a viable option"; this practice got 67.59%. "I do not think it would be right to oppose the change initiative"; this practice got 66.90%.

The mean of paragraph “I would feel guilty about opposing the change initiatives at work” equals 2.76 (55.17%); Test-value = -1.65, and P-value = 0.055 which is greater than the level of significance 0.05. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. It is conclude that the respondents (Do not know, neutral) to this paragraph.

The respondents' opinion to the following fields is neutral as their p-value is greater than 0.05; "Manager should try to eliminate any resistance towards the changes that are encountered at work"; this practice got 62.76%."It would be too costly to resist the change initiative at work"; this practice got 62.76%. "It would be risky to be against the changes that are introduced at work"; this practice got 62.76%. "It would be irresponsible to resist the changes that are introduced at work", this practice got 62.76%. "I would feel guilty about opposing the change initiatives at work"; this practice got 55.17%.

The mean of the field “Managers’ Commitment to Change” equals 3.35 (67.08%), Test-value = 4.34, and P-value=0.000 which is smaller than the level of

significance 0.05. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to the field of “Managers’ Commitment to Change ”.

Commentary:

- 1- The mentioned result indicates that respondents agree in acceptable way to the field "manager's commitment to change" which means that managers are committed to the organizational change and to implement the PMP. Although the sign is positive and the percentage more than 60%, but the percentage should be more to have more committed managers to the new HR strategy.
- 2- This result agrees with the study of (El-Farra and Badawi , 2012) which discusses employee attitudes toward organizational change in the Coastal Municipalities Water Utility in the Gaza Strip that employees hold passive intentions. They intend to support the change by handling the organizational change, and by showing their acceptance of change.

4- Mean of all Fields:

Table (5.13): Means and Test values for “All paragraphs”

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Managers’ Understanding to the New HR Strategy (People Management Program)	3.00	60.04	0.02	0.493	3
2.	Managers’ Motivation and Personal Interests	3.29	65.81	3.92	0.000*	2
3.	Managers’ Commitment to Change	3.35	67.08	4.34	0.000*	1
	All paragraphs of the field	3.20	64.00	2.85	0.004*	

*The mean is significantly different from 3

Data Analysis

The mean of all paragraphs equals 3.20 (64.00%), Test-value =2.85, and P-value=0.004 which is smaller than the level of significance 0.05. The sign of the test is positive, so the mean of all paragraphs is significantly greater than the hypothesized value 3. It may be concluded that the respondents agreed to all paragraphs.

Commentary

Finally, the total result indicates that the investigated managers in this research have a good but weak readiness to implement the new HR system (PMP), this especially appears in the fields of (Managers' Commitment to Change, and Managers' Motivation and Personal Interests), as respondents agreed to the mentioned fields, and that act as a base of personal readiness requirements. For the field (Managers' Understanding to the New HR Strategy (PMP)) need more focus and improvement, because without this field, managers are not ready and the new HR strategy will not be implemented effectively and successfully. There are also more awareness campaigns and training programs should be implemented to develop manager' skills to implement/adopt a new change. It also appears that PMP is still unclear for a high percentage of managers which will be reflected on their performance during the implementation of the program. To put the three paragraphs in comparison, the majority of respondents agreed on the two paragraphs of (Managers' Commitment to Change, and Managers' Motivation and Personal Interests) but in a weak form of agreement, while the majority was neutral about (Managers' Understanding to the New HR Strategy (PMP)) and this is represents the minimal requirement to implement the change.

- **There is a significant difference (at the 0.05 level) in the responses of the research sample due to the following socio-demographic variables (Age, Gender, Educational Level, Job title, Experience within the Organization, Years of Professional Experience, Employment Contract and Location).**
- **There is a significant difference (at the 0.05 level) in the responses of the research sample due to socio-demographic variables (Age).**

Table (5.14): ANOVA test of the fields and their p-values for Age

No.	Fields	Test Value	Sig.	Means			
				From 25 - less than 35	From 35 - less than 45	From 45 - less than 55	From 55 - Above
1.	Managers' Understanding to the New HR Strategy	3.866	0.020*	2.97	2.59	3.34	3.33
2.	Managers' Motivation and Personal Interests	1.139	0.351	3.28	3.14	3.36	3.60
3.	Managers' Commitment to Change	1.746	0.183	3.33	3.15	3.51	3.69
	All fields	3.617	0.026*	3.18	2.94	3.38	3.53

* Means differences are significant at $\alpha = 0.05$

Data Analysis

Table (5.14) shows that the p-value (Sig.) is smaller than the level of significance = 0.05 for the field “Managers’ Understanding to the New HR Strategy”, then, there is a significant difference among the respondents regarding to this field due to Age. Also, table it shows that the p-value (Sig.) is greater than the level of significance = 0.05 for the other fields, then, there is insignificant difference among the respondents regarding to these fields due to Age. Since the p-value (Sig.) for all field in total is smaller than the level of significance = 0.05. So, the respondents' age has a significant difference on the total fields investigated and age groups have different opinions about their readiness to implement change.

Commentary

It is concluded that all respondents with their different ages have different opinions about the readiness to implement the PMP. To be more specific, it is clear that the field “Managers' Understanding to the New HR Strategy” has the significant difference among the respondents regarding to this field due to Age especially age groups From 45 - less than 55 and From 55 – Above, this is may conclude that those respondents are the none young managers and they are more concerned about change due to their accumulated professional and non professional experience and the high stuck with routines so that they may have more worries and concerns about new change and having new skills or new way of work that may affect them in work. While the rest of the other fields, have almost the same opinions. In comparison between the three paragraphs, while all age groups have the same opinions about the two paragraphs “Managers’ Commitment to Change” and “Managers’ Motivation and Personal Interests” they have different opinions’ about the paragraph “Managers' Understanding to the New HR Strategy”.

There are significant differences (at the 0.05 level) in the responses of the research sample due to socio-demographic variables (Gender).

Table (5.15): Independent Samples T-test of the fields and their p-values for Gender

No.	Fields	Test Value	Sig.	Means	
				Male	Female
1.	Managers’ Understanding to the New HR Strategy	0.050	0.960	3.01	3.00
2.	Managers’ Motivation and Personal Interests	-0.140	0.890	3.28	3.30
3.	Managers’ Commitment to Change	-0.148	0.884	3.34	3.37
	All fields	-0.099	0.922	3.19	3.21

Data Analysis

Table (5.15) shows that the p-value (Sig.) is greater than the level of significance = 0.05 for each field, then, there is insignificant difference in respondents' answers toward each field due to Gender. It may be concluded that the characteristic of the respondents Gender has no insignificant difference on each field.

Commentary

Since gender has no significant difference on all fields on the questionnaire, it is concluded that opinions were the same from both male and female employees towards the readiness to implement the PMP, although the number of male respondents is a little bigger than the number of female respondents but still no big difference in percentage is considered.

- **There are significant differences (at the 0.05 level) in the responses of the research sample due to (Educational Level).**

Table (5.16): ANOVA test of the fields and their p-values for Educational Level

No.	Fields	Test Value	Sig.	Means			
				Less than Bachelor's Degree	Bachelor's Degree	Master's Degree	PhD
1.	Managers' Understanding to the New HR Strategy	0.728	0.544	3.82	2.94	2.96	3.10
2.	Managers' Motivation and Personal Interests	0.655	0.587	3.64	3.40	3.27	3.11
3.	Managers' Commitment to Change	1.755	0.181	4.00	3.59	3.26	3.27
	All fields	1.033	0.394	3.83	3.26	3.15	3.16

Data Analysis

Table (5.16) shows that the p-value (Sig.) is greater than the level of significance = 0.05 for each field, then, there is insignificant difference in respondents' answers toward each field due to "Educational Level". The researcher concludes that the characteristic of the respondents "Educational Level" has no effect on each field.

Commentary

Education of respondents did not affect any field of the research, because almost all respondents have good education level and the percentage of respondents who have education level less than bachelor's degree is small and can be neglected to affect this result, as the research applied on the managers of the organization. In comparison between

the education levels, the level less than bachelor's degree the mean is higher than other levels in opinion and this is may be translated as the lack of awareness about learning new tools and implementing a new systems which is different to the current one which is acquired by experience and not education.

- **There are significant differences (at the 0.05 level) in the responses of the research sample due to (Job title).**

Table (5.17): ANOVA test of the fields and their p-values for Job title

No.	Fields	Test Value	Sig.	Means			
				Head of Delegation/Sub-delegation or above	Head of department	Deputy Head of delegation/sub-delegation	Administrator
1.	Managers' Understanding to the New HR Strategy	0.135	0.939	2.82	3.09	2.98	3.12
2.	Managers' Motivation and Personal Interests	0.328	0.805	3.43	3.46	3.24	3.37
3.	Managers' Commitment to Change	2.054	0.132	3.23	4.07	3.27	3.63
	All fields	0.463	0.710	3.14	3.35	3.16	3.36

Data Analysis

Table (5.17) shows that the p-value (Sig.) is greater than the level of significance = 0.05 for each field, then there is insignificant difference in respondents' answers toward each field due to Job title. The researcher concludes that the characteristic of the respondents Job title has no effect on all fields.

Commentary

Since the respondents' job title has no effect on the fields investigated, it is concluded that all respondents with their different job titles have almost the same opinions. And this is maybe translated as all managers are at the same distance from the new change. Administrators and Head of departments have the higher mean than head of delegation/sub-delegation or above and deputy head of delegation/sub-delegation this

noticeable difference may be due to the flow of information to the hierarchy and it may be translated that some information were missed in some levels of the hierarchy.

- **There are significant differences (at the 0.05 level) in the responses of the research sample due to (Experience within the Organization).**

Table (5.18): ANOVA test of the fields and their p-values for Experience within the Organization

No.	Fields	Test Value	Sig.	Means		
				Less than 5 years	From 5 - less than 10 years	From 10 – above
1.	Managers' Understanding to the New HR Strategy	1.221	0.310	2.88	2.82	3.18
2.	Managers' Motivation and Personal Interests	0.056	0.946	3.26	3.33	3.29
3.	Managers' Commitment to Change	0.659	0.526	3.24	3.30	3.46
	All fields	0.696	0.507	3.12	3.13	3.29

Data Analysis

Table (5.18) shows that the p-value (Sig.) is greater than the level of significance = 0.05 for each field, then there is insignificant difference in respondents' answers toward each field due to Experience within the Organization. The researcher concludes that the characteristic of the respondents Experience within the Organization has no effect on each field.

Commentary

Respondent's years of work in the organization has no effect on their answers to any field in the questionnaire which indicates that measuring readiness of managers to implement the PMP doesn't require a long time of service in the organization.

- **There are significant differences (at the 0.05 level) in the responses of the research sample due to (Years of Professional Experience).**

Table (5.19): ANOVA test of the fields and their p-values for Years of Professional Experience

No.	Fields	Test Value	Sig.	Means			
				From 5 - Less than 7 years	From 7 - Less than 10 years	From 10 - Less than 15 years	From 15 years – above
1.	Managers' Understanding to the New HR Strategy	2.641	0.070	2.40	2.86	3.00	3.22
2.	Managers' Motivation and Personal Interests	0.725	0.546	3.48	3.14	3.18	3.33
3.	Managers' Commitment to Change	1.640	0.205	3.47	3.20	3.03	3.49
	All fields	1.209	0.325	3.08	3.06	3.07	3.33

Data Analysis

Table (5.19) shows that the p-value (Sig.) is greater than the level of significance = 0.05 for each field, then, there is insignificant difference in the respondents' answers toward each field due to "Years of Professional Experience". It may be concluded that the characteristic of the respondents Years of Professional Experience has no effect on each field.

Commentary

Respondent's years of professional experience has no effect on their answers to any field in the questionnaire which indicates that measuring readiness of managers to implement the PMP doesn't require a long time of professional experience during career path. And as seen the mean of the group From 15 years and above is greater than other groups especially on the paragraph Managers' Commitment to Change which is may indicate the high commitment of managers with high years of experience in the ICRC and their readiness to implement the required change.

- **There are significant differences (at the 0.05 level) in the responses of the research sample due to (Employment Contract).**

Table (5.20): Independent Samples T-test of the fields and their p-values for Employment Contract

No.	Fields	Test Value	Sig.	Means	
				Mobile Employee	Resident Employee
1.	Managers' Understanding to the New HR Strategy	-1.932	0.043*	2.92	3.45
2.	Managers' Motivation and Personal Interests	-2.893	0.007*	3.21	3.73
3.	Managers' Commitment to Change	-3.477	0.002*	3.24	3.88
	All fields	-3.466	0.002*	3.11	3.67

* Means differences are significant at $\alpha = 0.05$

Data Analysis

Table (5.20) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for each field, then, there is significant difference in respondents' answers toward each field due to "Employment Contract". The researcher concludes that the characteristic of the respondents Employment Contract has a significant difference on each field.

Commentary

According to the above result, respondents' has different opinions regarding all fields due to employment contract. This is maybe translated as due to the difference in managerial experience and skills between mobile and resident staff and the difference in information amount and quality forwarded to each group.

- **There are significant differences (at the 0.05 level) in the responses of the research sample due to (Location).**

Table (5.21): ANOVA test of the fields and their p-values for Location

No.	Fields	Test Value	Sig.	Means			
				Jerusalem	Gaza	Tel Aviv	West Bank
1.	Managers' Understanding to the New HR Strategy	0.200	0.896	3.11	2.92	3.05	3.00
2.	Managers' Motivation and Personal Interests	0.273	0.844	3.29	3.34	3.14	3.29
3.	Managers' Commitment to Change	0.349	0.790	3.41	3.33	3.22	3.67
	All fields	0.177	0.911	3.26	3.18	3.12	3.30

Data Analysis

Table (5.21) shows that the p-value (Sig.) is greater than the level of significance = 0.05 for each field, then there is insignificant difference in respondents' answers toward each field due to Location. The Researcher concludes that the characteristic of the respondents Location has no effect on each field.

Commentary

Since the respondents' location has no effect on the fields investigated, it is concluded that all respondents with their different locations have almost the same opinions about the readiness to implement the PMP. This will support the research to be applied on other delegations in other countries and give a good indication that all offices are working with a consistent management system.

Chapter Six

Conclusion and Recommendations

- Introduction.
- Conclusion.
- Recommendations.
- Suggested Topics for Future Studies.
- References.
- Appendices.

Introduction:

This chapter lists the conclusions, findings of this research, some recommendations based on these findings, and suggestions for future researches in order to improve the readiness of managers to implement new HR strategies effectively.

Conclusions:

The main objective of this research is investigating the extent of managers readiness to implement the new HR system effectively. As ICRC is currently going through such a change, the so called People Management Programme (PMP). The research is designed to assess whether or not - and under such circumstances - managers are capable, willing to adopt and eventually implement change in general. The research will not look at the PMP as such, but will use its design/ implementation as a frame work for conducting the study. Thus, based on the above, the researcher designed his research in a way which allows him test the key success factors for change management by using the PMP as an example.

The questionnaire for the research population (middle to top-managers in Tel Aviv, Jerusalem, Wesbank and Gaza offices) this refers to the PMP in order to test the hypotheses the researcher defined based on the review of literature and theories on the subject. Thirty five questionnaires were distributed on the concerned population in a full survey of 35 managers.

The following is a summary of the conclusions that can be drawn from this study:

- 1- Manager's understanding to the new HR system and readiness to effectively implement a new HR system.**
 - Respondents disagreed about having a full picture to what the organization will be in future after implementing the PMP and so it reflects their worries about the unclear shape of the ICRC setup after implementing the PMP. This may be translated as a lack of information they have about the road map of the program or they are not interested to review the program manual although it is updated by the reasonable program and published to all staff on the intranet or official updating mails and meetings.

- Manager's did not get enough opportunities to comment or to get more space to ask questions for stronger clarification of the PMP context, which negatively affects the overall understanding of the new change.
- Respondents seem to be neutral regarding the field of “Managers’ Understanding to the New HR Strategy”, this means that managers are not aware enough about PMP and the full image of the program is still unclear.
- The investigated respondents have general knowledge and awareness about PMP, but it is still not enough to say that they equipped properly, and have a strong base for their readiness to implement the new change. This result was obtained from the total result whether (neutral or don't know) respond by managers.
- From the weak percentage of neutral responses with a negative direction; managers have not completely read and understood all the documents and manuals provided by the organization concerning the PMP, the vision of the PMP is not clear enough so manager's can't link it with the organization’s vision, the mission statement of the PMP is not simple and unclear and manager's can't link it with their role during the implementation stage, managers' do not completely understand how the PMP is implemented over time, they are not confident that they know how to contribute to the implementation of the PMP and they are not satisfied with the amount and quality of information used in the PMP guide.
- This result also agrees on uncertainty management during organizational change, the results were neutral; this means that managers are not sure about understanding the change and their role over the hall process.

2- Manager's Motivation and personal interests system and readiness to effectively implement a new HR system.

- In general, most of responded managers are motivated and interested to the change and to implement the PMP, but it is still not enough.
- The research statistical results indicated that they are not well equipped with tools and knowledge to implement the PMP. This reduces the self-confidence of the manager which decreases the motivation and the personal interest to lead the implementation of change.

- Although respondents agreed positively that they are motivated and interested to implement the PMP, the percentage still weak and need to be improved.
- Managers also agreed that due to the PMP implementation process, change leaders should handle any situation to serve the implementation of the PMP. This is translating the good percentage of motivation and personal interest to implement change even it is weak.

3- Manager's commitment to change and readiness to effectively implement a new HR system.

- The respondent on this field is positive which means that managers are committed to implement the PMP but the positive sign is still weak and not enough to have a committed team of managers for this purpose.
- The respondents agreed but with a weak acceptance that the PMP initiative is a good strategy for the organization and employees and It serves an important aim and it is necessary for the organization. This point should be improved to increase their commitment.
- A good agreement level by the responded managers that they are committed to implement the change, and not just to implement the requested restructuring program initiated by the organization.
- Respondents also agreed that they will have no resistance towards the PMP as resisting change is not a viable option to oppose the change initiative. The percentage is good but not enough.

4- Sample characteristics.

- Most of tested personal characteristics of respondents have no effect on the research fields except for the "Employment Contract" and "Age" characteristic. respondents' has different opinions regarding all fields due to employment contract, This is maybe translated as due to the difference in managerial experience and skills between mobile and resident staff and the difference in information amount and quality forwarded to each group. Also "Age group" result concluded that all respondents with their different ages have different opinions about the readiness to implement the PMP. To be more specific, it is clear that the field "Managers' Understanding to the New HR Strategy" has the significant difference among the respondents

regarding to this field due to Age. While the rest of the other fields, have almost the same opinions. And this is giving a clear idea about the difference between young and old managers in change reception.

- The difference in percentage between the two genders is not big and it could be considered balanced. But this small increase in Male percentage may come from the nature of ICRC work which is in conflicts and crisis areas. But at the end doesn't have any significant difference on responses.
- The majority of respondents are highly experienced managers who have from 7 to more than 15 years of experience, and that gives more validity and adds more accuracy to the questionnaire results. Also it was clear there is no effect on the study due the years of professional experience.

Recommendations:

The researcher suggests the following recommendations based on the findings of the research:

1- Manager's understanding to the new HR system and readiness to effectively implement a new HR system.

- Organization should work to strengthen and activate the communication system and impart high flexibility and ease to make sure that all managers fully understand their roles and the full image of the change strategy.
- It is important for the organization to measure the readiness of its employees to implement a change strategy at early stages, to make sure that its staff are capable to lead the designed change strategy and they are ready to go through the change process smoothly and consistently.
- Managers at ICRC need to be more aware and to have more clarifications about PMP; they are not also equipped enough with the required tools and knowledge to have a strong base for their readiness to implement the new change.
- It is important for the organization before and during the implementation to monitor and assess if its managers are following up the updates of the PMP.
- It is important to provide managers with required information and a clear roadmap for implementing the PMP.
- It's recommended to have clear steps, roles, procedures for achieving the required goals. This will improve the readiness of managers by having more understanding

team to what is going and will happen in each stage of implementing a new change to reach the main goal and the sub-goals.

2- Manager's Motivation and personal interests system and readiness to effectively implement a new HR system.

- It is important also to equip managers with tools and knowledge to implement the PMP improve self-confidence of the manager to increase their motivation and the personal interest to lead the implementation of change.
- Although respondents agreed positively that they are motivated and interested to implement the PMP, the percentage is still weak and needs to be improved.
- Respondents agreed that they will have no resistance towards the PMP as resisting change is not a viable option to oppose the change initiative. The percentage is good but not enough, so that a resistance to change is expected even with a weak probability. More involvement of managers in planning, implementation decisions is needed and to share their worries about having the new program this will eliminate most chances to have resistance.

3- Manager's commitment to change and readiness to effectively implement a new HR system.

- The managers are committed to implement the PMP but the positive sign is still weak and not enough to have a committed team of managers for this purpose.
- Top management is also recommended to improve its support to change by encouraging managers to embrace change, exerting all possible support, and show senior managers commitment to change.
- Creating change in the attitudes and skills of the managers is important, with the attempt to clarify the reasons for this change and its goals through training programs, lectures and holding conferences.
- Informing managers regarding the change process, consulting them and providing their participation to the change process from the beginning to the end would affect the dispositions of managers positively towards change.
- A good vision provides both a strategic and a motivational focus. It provides a clear statement of the purpose of the organization and it is, at the same time, a source of inspiration and commitment.

Suggested Topics for Future Studies:

There are some related topics that can be investigated in the future by interested researchers, which are:

- Investigating the effect of change managers' readiness on achieving the organizational goals for private sector organizations.
- Investigating the training need assessment model to improve managers' readiness to face new changes in humanitarian organizations.
- Exploring factors affecting managers' commitment to change emotionally and practically to implement the requested change.
- Exploring the optimal change management practices model for implementing HR systems change.
- Studying the effect of new HR system implementation on the services provided by international/local organizations.

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Appendices:**APPENDIX (A)
List of Referees Names and Place of Work**

No.	Referee	Place Of Work
1.	Dr. Yousef Ashour	Islamic University
2.	Dr. Akram Samour	Islamic University
3.	Dr. Majed Al Farra	Islamic University
4.	Dr. Wael Thabit	Al Azhar University
5.	Dr. Samir Safi	Islamic University
6.	Dr. Walied Mousa	Save the Children
7.	Dr. Mohammed Al Aydi	UNRWA
8.	Dr. Jalal Shabat	Al Quds Open University
9.	Mr. Stefan Hutter	International Committee of the Red Cross

APPENDIX (B)

Questionnaire Cover letter by ICRC

Dear Sir/Madam,

Mr. Yaqub El-Ghalayini, our ICRC colleague here in Gaza is writing his Master Thesis titled: “**Measuring the Readiness of Managers to Effectively Implement a New HR Strategy**”. As you know the ICRC is currently going through such a change, the so called **People Management Programme (PMP)**. Thus, the ICRC has exceptionally approved that Yaqub can use the ICRC as an example by conducting a survey among middle and top-management of IL/OT. The research is designed to assess whether or not - and under such circumstances - managers are capable, willing to adopt and eventually implement change in general. The research will not look at the PMP as such, but will use its design/implementation as a frame work for conducting the study.

The survey aims at preparing research about this subject for academic purposes only and to assess the current practices related to the subject in your organization. Note that all information will be treated anonymously and will not be used for any purpose other than the scientific research.

Therefore, we kindly ask you for your cooperation and to fill in the below survey until XYZ. It should not take more than 10-15 minutes to complete the multiple-choice questionnaire.

We thank you in advance for your time and valuable contribution!

Researcher: Yaqub Abdelrahman El-Ghalayini

Seen and approved by Administration: Stefan Hutter

APPENDIX (C)

Questionnaire

Islamic University – Gaza
Dean of Postgraduate Studies
Faculty of Commerce
Department of Business Administration



By the name of Allah the most Gracious the most Merciful

Dear Sir/Madam,

The attached questionnaire is a study tool for partial completion of Master Degree in Business Administration requirements, entitled “Measuring The Readiness of Managers to Effectively Implement A New HR Process “an empirical study on The International Committee of The Red Cross.

It is aimed to prepare a research about this subject for academic purposes, and to assess the current practices related to the subject in your organization. Note that the information will not be used for any purpose other than the scientific research.

So we are kindly asking for your cooperation to get the required information, by putting (X) in the square related to your answer.

Thank You

Yaqub Abdelrahman El-Ghalayini

In part two, the following questions are designed to investigate your understanding of the new HR strategy (People Management Program), your motivation and interest in implementing the planned changes, and your commitment to this change.

Kindly answer these questions, expressing your attitudes, opinions, feelings, capabilities and readiness to accept the change process, and to promote/advance it in your work place, and take the following statements into consideration:

- Organizational readiness for change refers to the organization's members' change commitment and self-efficiency to implement organizational change.
- The individual readiness has been defined as, an individual's "beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully undertake those changes".
- Line managers are centrally responsible for devising and driving an integrated business management and People Management Strategy.
- Managers are concerned with the operational aspects of implementing strategy which is often decided without their input, but they grasp the reasoning that affects strategic decision making.

Part 2

1st: Managers' Understanding to the New HR Strategy (People Management Program): Put (x) on the answer you choose

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I receive information about PMP at all stages.					
2.	I am given enough information to enable me to understand why the institution decided that there is a need to initiate the PMP					
3.	The organization communicates with employees regularly on PMP changes and decisions.					
4.	I have the opportunity to comment and ask questions about the PMP.					
5.	I have completely read and understood all the documents and manuals provided by the organization concerning the PMP.					
6.	The vision of the PMP is clear and I can link it with the organization's vision.					
7.	The mission statement of the PMP is simple and clear, and I can link it with my role as a manager during the implementation stage.					
8.	I receive all news and updates related to the PMP.					
9.	From time to time I check the PMP page on the intranet to review my understanding and to look for new updates.					
10.	I have the ability to explain the organizational change to my subordinates and give them a clear picture of the Vision, mission and the roadmap.					
11.	I have a full picture to what the organization will be in future after implementing the PMP.					
12.	I do understand the PMP properly.					

13.	I completely understand how the PMP is implemented over time.					
14.	I am confident that I know how to contribute to the implementation of the PMP.					
15.	I understand and I can support the need for the PMP.					
16.	I understand the benefits that will return on the organization and employees after the PMP goals are achieved.					
17.	I am satisfied with the amount and quality of information used in the PMP guide					

2nd: Managers' Motivation and Personal Interests:

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
18.	I feel motivated and interested to contribute to the implementation of the PMP.					
19.	I am well equipped with tools and knowledge to implement the PMP.					
20.	During the implementation stage of the PMP, I will try to resolve any obstacle					
21.	Personally, I am against establishing routines and staying with them.					
22.	In my opinion, due to the PMP implementation process, change leaders should handle any situation to serve the implementation of the PMP.					
23.	Change manager should be the right person to call when employees need solutions to problems related to the PMP.					
24.	It is the managers' responsibility to clarify any unclear issue before, during and after implementing the PMP.					
25.	PMP implementation manager should focus on their strengths, not weaknesses.					

26.	When the PMP implementation starts, manager should not stand to leave things unfinished.					
27.	I believe that the PMP will improve our organization's overall efficiency.					
28.	The prospective change after implementing the PMP will give me new career advancement opportunities.					
29.	The organization is going to be more productive when we implement the PMP.					
30.	When the intended change is adopted, I will be better equipped to meet our beneficiaries' needs.					
31.	When the PMP is implemented, I do believe there is something for me to gain.					

3rd: Managers' Commitment to Change:

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
32.	I believe in the value of organizational change.					
33.	The PMP initiative is a good strategy for the Organization and employees.					
34.	The PMP serves an important purpose.					
35.	The new change needs to be introduced in the organization to make things better.					
36.	The New HR strategy is necessary for the Organization.					
37.	I am committed to implement the change, and not just to implement the requested restructuring program initiated by the organization.					
38.	I do not feel pressure to go along with the changes that are introduced.					

39.	Manager should try to eliminate any resistance towards the changes that are encountered at work.					
40.	It would be too costly to resist the change initiative at work.					
41.	It would be risky to be against the changes that are introduced at work.					
42.	Resisting change is not a viable option.					
43.	I feel a sense of duty to work towards the restructuring program at the organization.					
44.	I do not think it would be right to oppose the change initiative.					
45.	It would be irresponsible to resist the changes that are introduced at work.					
46.	I would feel guilty about opposing the change initiatives at work.					